

Ex-PM puts Lyons on world stage

By Andrew Jack, recently in Lyons

Mr Raymond Barre has lived his political life in reverse. He was a senior French government representative at the European Commission in Brussels in the 1960s, became prime minister in 1976, and was then elected as an MP. Last year, aged 71, he became mayor of Lyons, which has been the stage for something of a political comeback. And at the end of June he hosts the G7 summit of heads of the world's leading economies. His controversial first year in office has put a new spring in the step of France's second city, long troubled by an inferiority complex in relation to Paris.

In pushing through radical changes, Mr Barre has been helped by his status as a reluctant candidate for mayor. He gave the impression of standing against his will after Michel Noir, his predecessor, was convicted of corruption. Mr Barre, who was standing for the council, merged his party's list of aspirant politicians with Noir's after the first round of the municipal elections, reducing the chance of a split vote on the centre-right. This was not universally popular and some candidates withdrew.

His political profile brought some immediate benefits for

Lyons - more than 20 government ministers and three heads of state have visited this year alone.

Mr Barre claims not to have lobbied for the selection of Lyons to host the G7 meeting, but there is little doubt that his election helped influence President Jacques Chirac's decision to choose the city just days later.

Mr Barre is making the most of the occasion, likening the meeting to "a debutantes' ball" - a chance for Lyons to show off its hidden charms and attractions to thousands of international visitors.

"Lyons is not very well known or recognised," he says. "I'm always struck by how impressed foreigners are when they visit the city. That is very important for the future. Lyons needs to be much more international."

Preparing for the G7 has been one of Mr Barre's two priorities during his first year in office. The other was a wide-ranging consultation ahead of launching his formal programmes for the city and the wider conurbation over which he also presides.

Details of both policies have been announced in the last few weeks. He has talked about boosting the links between scientific research and business innovation, increasing the importance of public transport and demolishing some of the



Raymond Barre: the revitalised 71-year-old mayor of Lyons

worst urban redevelopments of the 1960s and 1970s.

Most controversially, he is placing emphasis on social policy, and redistributing city funds to less advantaged districts. He has proposed financial reforms for the Lyons conurbation which would help provide a more even allocation - including higher taxes for richer, more politically right-wing districts.

The challenge of inequality, particularly in the region's deprived areas, is one of his most important concerns. But

he plays down the importance of simply providing jobs as a solution.

"What is really needed is not money but to create a dialogue, and to give the people who live in these areas the feeling that they are not rejected," he says.

"It is a problem of relations between the diverse communities. Young people from these areas want to be able to come into the centre of Lyons on Saturday and Sunday and not be considered foreigners," said Mr Barre.

Bob Dylan provides backing for G7 summit

By Andrew Jack

The singer Bob Dylan will be among some 10,000 people descending on France's second city at the end of June, when world leaders gather for the G7 heads of government meeting.

For months, teams from the industrial world's seven leading economic powers, the European Union and Russia, have been preparing for the visit of their leaders - under strict instructions from France's President Jacques Chirac to keep security to a minimum so that the city

remains vibrant while he is there. For Lyons, the G7 is a chance to show off its historic buildings and culinary skills as well as its economic strengths - all the best hotels and restaurants are already booked up.

Officials estimate the costs of the preparations at more than FF20m (£3.5m), but the visitors are expected to spend FF27m.

Bullet-proof cars are being flown in to the regional airport. Discussions are in hand to close off some of the city's riverside paths to allow US President Bill Clinton to take his morning jog. Communica-

tion centres have been established, press officers hired and preliminary instructions issued - including one from President Chirac's image consultants that he is not to be filmed or photographed eating.

Not all the 1.3m citizens of Lyons are completely happy about the G7 "invasion" - there are concerns about the influx of outsiders causing congestion.

To make up for the inconvenience, the city plans a concert on the Saturday night after the G7 finishes, with an important musical act from each of the countries involved. Bob Dylan is the star attraction.

Gazprom's purchase of Hungarian bank to be approved

Russians back in Hungary

By Virginia Morsh in Budapest

Hungary's privatisation agency said yesterday it expected to go through with the controversial sale of the country's oldest bank to the banking arm of Gazprom, Russia's largest company.

APV yesterday declared Gazprom Bank the winner of a tender to buy the state's 50 per cent stake in Alkotmány Ertekezesi Bank (General Banking and Trust Co), ahead of ABN Amro of the Netherlands and Hanwha of South Korea, saying it had made the best offer, which included a F3.5bn (\$2.4m) capital increase for the bank by the end of the year.

The local press - in a country where the last occupying Soviet troops left just five years ago - has viewed the deal with suspicion, questioning Gazprom's motives for buying a small Hungarian bank.

Central bank officials believe Russian and Ukrainian companies channel funds through the Hungarian financial sector. Local commercial banks say some of their most successful branches are in the depressed north-east of the country, thanks to hard currency deposits from over the border in the former Soviet

Union. The planned sale comes just days after Mr Tamas Suchman, the privatisation minister, blocked for the second time the sale of a local oil research institute to another Russian company, mainly after pressure from nationalist opposition MPs. The sale could be a boon for AEB. It is

Gazprom expects to use the bank to manage its financial operations relating to its gas exports to the region

one of Hungary's smallest banks with a balance sheet total of just Ft38bn and only eight branches, all in Budapest. It has representative offices in Russia, Ukraine, Switzerland and Israel.

In particular, AEB has carved out a niche in currency operations for foreigners working in Hungary.

Gazprom officials in Budapest said yesterday the company intended to use the bank to manage its financial operations in

the region to which it exports hundreds of millions of dollars worth of gas each year. As well as its core gas business - it controls a third of the world's known gas reserves - Gazprom has several industrial holdings and investments in the Russian financial sector.

It is believed that the acquisition of AEB would be its first investment in a bank outside the former Soviet Union.

In Hungary, which is heavily dependent on Russian gas supplies, the company recently formed a joint venture with Mol, the national oil and gas company, giving it a share in Mol's gas transport and pipeline network.

In spite of the opposition, Hungary may find it difficult to sell its stake in AEB to another bank, as Gazprom appears to have already sewn up the other 50 per cent of the bank.

Last Friday, Central-European Development Corp, the regional investment vehicle of Mr Ronald Lauder, the US entrepreneur and one of the heirs to the Estée Lauder cosmetics fortune, signed a letter of intent to sell its 50 per cent stake plus some management rights in the bank to the Russian company.

Crimea enters crime era

Matthew Kaminski reports on how Ukraine's Riviera is now Sicily

The summer holiday season is open in the sunny Crimea, but the peninsula's beaches and palm trees were not on the agenda of the 60 senior law enforcement officers who arrived yesterday.

A crime wave, on top of political instability and economic chaos, has scared away the millions of tourists who used to mingle with the Soviet politburo, whose luxury villas dot the coastline.

"The Ukrainian police must do everything to stop the unfortunate growth of crime during the summer season on the nation's resorts," General Valery Chernishov, the deputy interior minister, said yesterday in Sudak which, with Yalta and Sochi, used to be the pride of the Soviet Black Sea coast.

Growing anxiety over crime comes as the authorities are reporting a slight revival in tourism this season. For the first time since the Soviet Union collapse, all health resorts are fully booked for the

summer, according to Ms Ganna Halperina, at the Crimean tourism ministry.

Local officials want occupancy rates at the large state-owned hotels, whose 142,000 rooms last year were only three-quarters full, to follow suit. Fewer than 2m tourists

More than 90 per cent of private enterprise was reported to be controlled by organised criminals

came to Crimea last year, compared with 8m in the years preceding the break-up of the Soviet Union.

Ms Halperina attributed the apparent turnaround at the health spas to recent political calm on the peninsula. The Kiev parliament last year removed the autonomous region's separatist president, Mr Yuri Meshkov. The current government was hand-picked by Ukrainian President Leonid Kuchma.

But Crimea has Ukraine's highest crime rate, and it is rising. In the first three months of the year, the number of robberies increased 35.5 per cent, compared with 5.5 per cent in the country at large, according to Mr Chernishov. About 100,000 employees of

economic dislocation in a region where industrial output fell 16.3 per cent last year.

Moskovskiy Novosty, a weekly read by thousands of potential Crimean visitors from the Russian capital, last week reported on "criminal feudalism" in Crimea. It quoted the Ukrainian security service as saying that more than 90 per cent of private enterprise was believed to be controlled by organised crime.

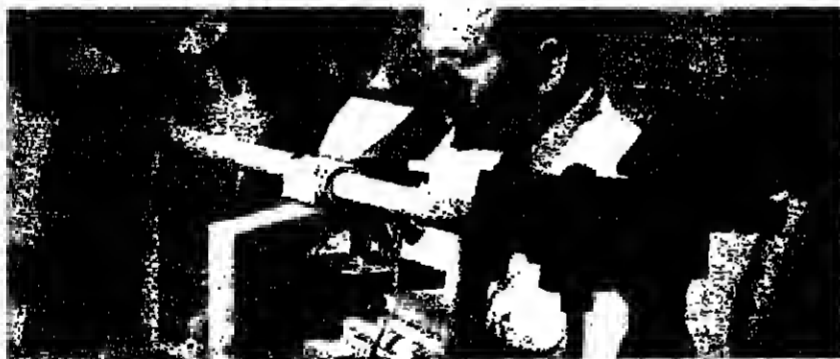
Several dozen Russian, Tatar and Ukrainian gangs are fighting over holiday resorts, which technically have not been privatised. Local officials suggest they are being "taken over" by private interests.

The director of Yalta's elegant Oreada Hotel was gunned down last year - one of 13 contract killings in 1995. There have been 11 this year already. The challenge for Crimea is to encourage private enterprise and develop the tourist industry in a peninsula which has become Ukraine's Sicily as well as its Riviera.

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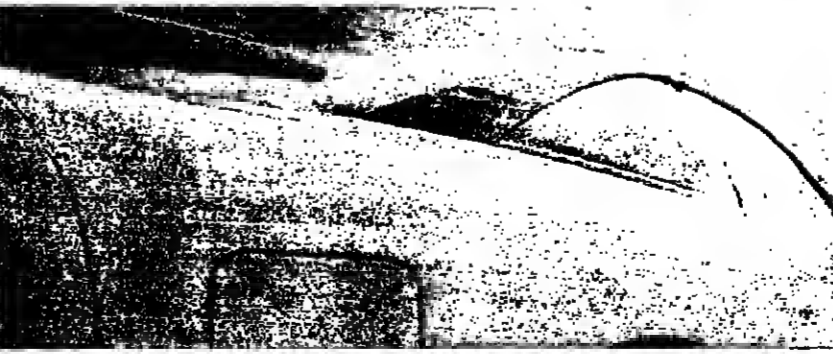
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US revises growth estimate down to 2.3%

By Michael Prouse in Washington

The US Commerce Department surprised financial markets yesterday by revising down its growth estimates to show the economy expanding at an annualised rate of 2.3 per cent in the first quarter, rather than 2.6 per cent as previously reported.

But the revision did little to improve spirits in the bond market because it was seen as laying the ground for faster

growth in the second quarter. The new figures showed corporate inventories falling in the first quarter for the first time in four years. The sharp reduction in stocks of unsold goods means companies will have to step up production to meet buoyant consumer demand in coming months.

Separate data yesterday indicating a robust housing market also fuelled fears that faster growth might put upward pressure on prices and wages. Sales of new homes

rose 6.7 per cent last month, in spite of a sharp increase in mortgage rates this year which was expected to depress demand for new homes.

Following upward revisions to previous months, sales are now running at a seasonally adjusted annual rate of 778,000, 28 per cent higher than in April last year. Many analysts expected sales last month of only about 690,000.

By midday yesterday, the benchmark 30-year Treasury bond was down 1/8 to yield 6.971

per cent, having fallen sharply on Wednesday.

Economists took a more sanguine view than bond traders. They said the economy appeared to be growing roughly in line with its long-run potential, which is put at about 2.25 per cent a year. Provided wage and price pressures remain mild, few economists expect the Federal Reserve to raise short-term interest rates in the near future.

"The Fed has the economy where it wants it," said Mr

David Wyss, chief financial economist at DRI/McGraw Hill, an economic forecasting group. Growth was likely to accelerate slightly in the second quarter to an annualised rate of 2.5-3.0 per cent, but the Fed would not need to tighten monetary policy until after the November presidential election, he said.

Yesterday's figures showed a drop in inventories for the first time since 1992. Inventories fell at an annual rate of \$5.7bn in the first quarter, having risen

\$16.5bn in the final period of last year. Officials previously estimated that stocks rose \$7.9bn in the first quarter.

However, other components of GDP pointed to strong underlying demand. Consumer spending and business investment grew at annual rates of 3.8 per cent and 13.2 per cent respectively in the first quarter. Overall growth of final sales was revised up to an annual rate of 3.7 per cent against a previous estimate of 3.3 per cent.

AMERICAN NEWS DIGEST

Venezuelan leader sentenced

Mr Carlos Andrés Pérez, Venezuela's former president, was found guilty yesterday by the country's Supreme Court of having misappropriated public funds during his second presidential term, from 1989 to 1993.

Mr Pérez, 78, has spent the past two years under house arrest, so that his sentence of two years and four months would conclude in September. Under Venezuelan law convicts over 70 years old may serve their sentence under house arrest.

Mr Pérez was absolved of charges of embezzlement. Upon his release Mr Pérez is expected to begin a tour of the country and may return to active politics. He maintains he is still the leader of the Democratic Action party (AD), the country's largest, which is divided over its support for Mr Pérez. As a former president, Mr Pérez would automatically be entitled to become a congressman for life on his release.

Mr Pérez's economic austerity measures provoked bloody street riots in 1989. He then survived two military coup attempts until forced out of office in May 1993 to face charges of corruption. Mr Pérez, who maintains his innocence, is taking his case to the Inter-American Tribunal in Washington.

Ray Colitt, Caracas

Peru oil privatisation starts

The privatisation of Peru's state-owned oil producer and refiner Petroperu as a series of separate units is due to start today amid continuing protests. Opinion polls indicate that more than 60 per cent of Peruvians oppose the sell-off.

A protest march was scheduled to take place in Lima late yesterday supported by organisations ranging from trades unions to mothers' clubs, and from shanty-town dwellers to retired military.

The "civic committee" heading the protest is still gathering and processing the more than 1.2m signatures required to call a referendum on the fate of Petroperu. It says this process will continue regardless of today's outcome.

Despite the last-minute burst of opposition activity, on the auction block today will be a 60 per cent stake in the refinery of La Pampilla, Peru's largest, and the concession for an associated northern jungle oilfield known as Block 8, which presently produces a fifth of all Peru's crude. Base price for the refinery has been set at \$100m and for the oilfield concession at \$75m, with compulsory minimum investment commitments of \$50m and \$25m respectively over five years.

Sally Bowen, Lima

Air force officers re-assigned

The US Air Force said yesterday it had relieved a brigadier general and two colonels responsible for overseeing maintenance of the aircraft that crashed in Croatia in April, killing Commerce Secretary Ron Brown and more than 80 others.

In a statement from Ramstein Air Base, Germany, where the crashed Air Force T-43 twin-engine jet had been based, the Air Force said its local commander had lost confidence in the ability of the commander, vice commander and operations group commander of the 86th Airlift Wing "to continue to effectively discharge their duties."

The Air Force statement did not spell out any fault found with the officers. Brigadier General William Stevens, former commander of the 86th Airlift Wing, Colonel Roger Hansen, the wing's former vice commander, and Colonel John Mazrowski, who had headed the 86th Operations Group. An Air Force spokesman said that the three were being reassigned to other duties, which were not immediately specified.

Reuters, Washington

Argentine upturn puts hope back on menu

Optimistic Cavallo is seizing on patchy signs of economic recovery, writes David Pilling

Recent television pictures of slum dwellers in Santa Fe province skinning and cooking a cat were hard for most Argentines to stomach. Although the event may have been a put-up job, paid for by an unscrupulous journalist, the image symbolised for many the depth of Argentina's year-long recession and the desperation of many of its 24m unemployed.

Small wonder then that credible signs of a recovery, albeit fragile and patchy, have sent waves of relief through the corridors of the economy ministry.



Cavallo: berating the more pessimistic analysts

For months, officials have been painting a bright picture that bore little relation to bleak economic statistics or to growing public discontent. At last ministerial optimism may have some basis in reality.

"We are seeing a genuine, though tenuous, recovery after last year's deep recession," says Mr Orlando Ferreres, a private-sector economist. He estimates that gross domestic product has edged up 0.8 per cent in the second quarter of 1996 against the same period last year. That would be the first positive result after four negative quarters, and follows last year's withering of GDP by 4.4 per cent.

Several recent statistics lend weight to Mr Ferreres' view. Sales of steel have rocketed in the past few months, while car sales, devastated by recession, have begun to recover. White goods purchases are also up, rising 14 per cent in the first

quarter against the same period in 1995. Tax receipts, which closely track consumption, are steadily improving, though not fast enough to meet fiscal targets agreed with the International Monetary Fund.

This week, a much-watched industrial production index produced by FIEL, an economic think-tank, registered its first rise in 12 months, with April's figure 5.3 per cent above the same month in 1995. But even that good news was tinged: April production was marginally below March.

There is still an insufficient body of reliable, seasonally adjusted statistics on which to base a trustworthy assessment of Argentina's economic cycle, says Mr Pedro Lacoste of the Alpha economic consultancy.

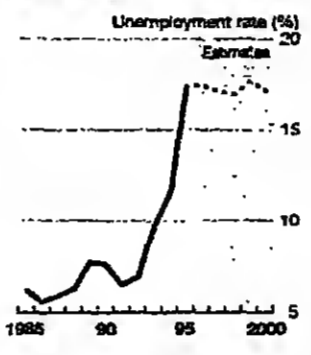
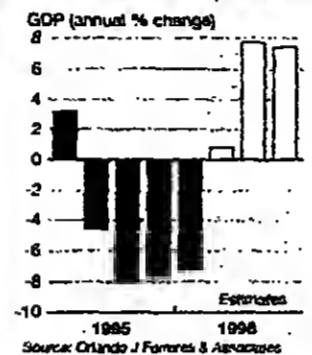
Energy consumption, help-wanted advertisements and use of public services - all cited by officials as encourag-

ing leading indicators - have a poor track record in foreshadowing economic activity, he says.

Mr Lacoste, nevertheless, believes the elements are in place for a recovery from last year's recession, which was triggered by an \$8bn capital

outflow in the months following Mexico's devaluation. Bank deposits have recovered to pre-Mexican levels, interest rates are lower, and consumers - who have reduced their debts - are being tempted to spend as prices fall. The agricultural sector, encouraged by high international prices, is booming. A potential deflation-

Argentina: looking more bullish



any spiral appears to have been avoided and Alpha is predicting GDP growth of 2.3 per cent for 1996.

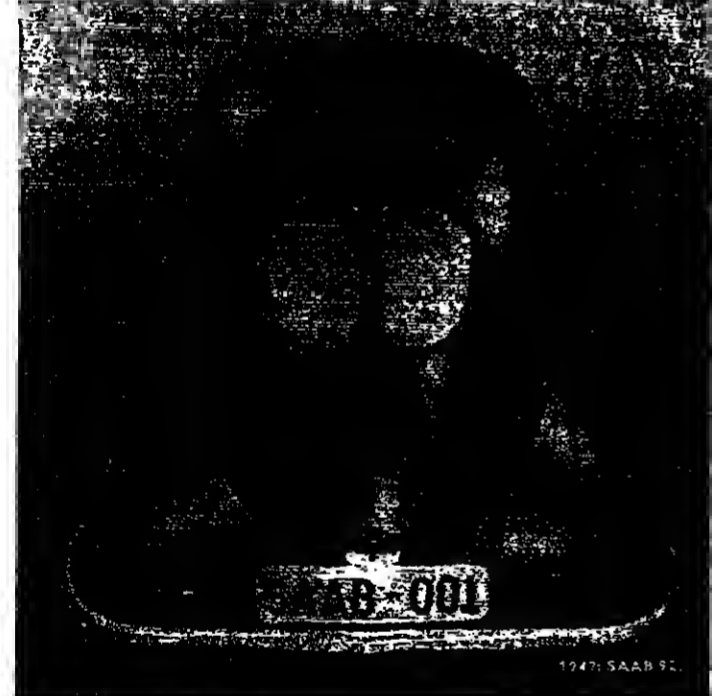
Evidence of recovery has been seized on by Mr Domingo Cavallo, economy minister. Higher sales, which have been improving for several months,

we will only grow by 2 per cent. I predict that at the end of the year, when we are growing at 8 or 9 per cent, they will accuse me of being a Keynesian (for artificially stimulating growth)."

Given Argentina's currency board system, a strait-jacket which prohibits artificial expansion of the money supply, one of the few pump-priming tools at Mr Cavallo's disposal is his eternal optimism. Of the minister's insistence that rapid expansion is just around the corner, Mr Lacoste says: "I would say the same if I were in government."

Mr Ferreres says Mr Cavallo's prediction of 5 per cent growth for this year is "nearly impossible". Even Mr Michel Camdessus, managing director of the IMF and an ardent defender of the Argentine "success story", was evasive this week when asked about the official growth forecast, on

'We are seeing a genuine, though tenuous, recovery after last year's deep recession'



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International think-tank endorses many of government's policies

Peak exports narrow trade gap by a third

By Gillian Tett and Graham Bowley

The government received a welcome economic boost yesterday after data showed that Britain's trade gap shrank by more than a third in March and an international think-tank broadly endorsed government policies.

The UK Office for National Statistics said the country's exports rose to record levels helped by a sharp improvement in trade with other European countries. Its comments suggested that companies may be successfully defying the slowdown in important European Union export markets.

The better trade performance was reinforced by the office's decision to revise upwards past export growth, which will now have positive knock-on effects for its measures of industrial production and broader economic growth.

Meanwhile, the Organisation for Economic Co-operation and

Development gave a largely favourable forecast for the UK economy in its latest annual report.

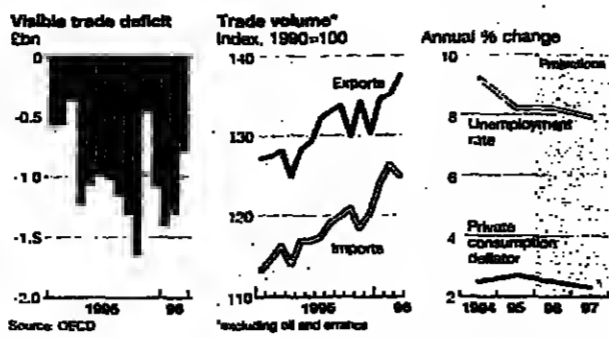
The influential Paris-based body said it believed the UK would soon rebound from the recent slowdown amid a "favourable" inflation outlook.

However, it thinks that growth will be only 2 per cent this year - well below the government's forecast of 3 per cent. Consequently, the UK Treasury's plans to reduce government borrowing through spending cuts seem over-ambitious, it warns.

Some Treasury officials expect the chancellor of the exchequer's own growth forecast to be revised down this summer.

However, the government, which advises the OECD in its reports, insisted that the fundamentals were still healthy. The OECD's optimism stems largely from the UK's recent labour market reforms and competition policy.

Economic forecasts



The OECD thinks these have made the UK one of the most flexible European economies. It projects falling unemployment in the next two years - in marked contrast to some EU countries such as Germany.

While the OECD used to think that inflation would be triggered if the economy grew much faster than 2.5 per cent, it now believes that a rate below 7 per cent would be safe.

Consequently, it thinks that the government could afford to let the economy grow much faster than 2.5 per cent in the next few years. The Treasury, in contrast, fears that inflation would be triggered if the economy grew much faster than 2.5 per cent.

The OECD said that if growth slowed further in Europe, more cuts in interest

rates might be appropriate. However, it thought that was unlikely at present.

Meanwhile, official figures yesterday showed that the UK trade deficit with the EU fell to a seasonally adjusted £0.8bn (\$1.2bn) in March from £1.3bn in February, although the non-EU balance deteriorated in April, widening to £0.9bn from £0.7bn in March.

The ONS said its estimate of the long-term trend in the trade deficit was now broadly flat. Exports rose 3.3 per cent in March to a record £13.8bn, while imports fell 0.5 per cent to £14.6bn.

Half of the exports rise was due to higher sales of precious stones abroad. However, export volumes excluding oil and erratic items rose 1.8 per cent, while import volumes fell 1.1 per cent.

Adams edges towards compromise

By John Kempter and John Murray Brown in Belfast

It was the kind of day Mr Gerry Adams relishes. Tracked by camera crews from across the world as he cast his vote in Northern Ireland's elections, he warmed to the opportunity to expound more thoughtfully on the way ahead for the "statelet" in which he happens to live.

We talked for an hour over a cup of tea at the Irish language centre on the Falls Road in west Belfast where Mr Adams feels at home. The only subject on which he pressed no opinion was the likelihood that the IRA - the terrorist group over which he claims no influence yet whose political aspirations he represents - would call a ceasefire in the next few days. If the IRA does not fulfil that condition, Sinn Féin will not be allowed into the negotiations.

Listening to Mr Adams, it seems hard to conceive that he will not be let through the gates of Belfast's Castle Buildings - the former seat of the pro-British administration in Northern Ireland before the region was ruled from Westminster - along with delegations from nine other parties to be drawn from the new forum. He has thought through the negotiating process in considerable detail and is strikingly optimistic about the prospects

- if his party is admitted. "I am absolutely confident that even though it will be problematic, difficult, boring, tedious and convoluted we will resolve all the issues."

Many of his utterances are still couched in republican rhetoric. He blames the "Brits" for "frittering away" the first ceasefire. He cannot resist answering questions with a brief history lesson on "the republican struggle".

Yet when the words are stripped down, substantive shifts are detectable. Mr Adams said he wrote earlier this month to Mr John Major welcoming the "positive tone" of assurances by the British prime minister that paramilitary decommissioning would not be allowed to block progress in the political talks.

If the British and Irish governments could finally agree on an agenda for the negotiations next week, Mr Adams said, Sinn Féin would be satisfied. When asked about the IRA, he suddenly became coy. "I refuse to speculate about what will happen with the IRA," he added, however. "Having said that, of course, we have to be about the business of trying to create the conditions that people engaged in armed actions will have the confidence to stop those armed actions."

Mr Adams suggested that the IRA might need one more

assurance from Mr Major that all he wanted was a repetition of the original declaration of "cessation of hostilities" in August 1994 - as opposed to a surrender of weapons. In addition, Sinn Féin wanted a time frame for the talks. "There needs to be an agreed time frame so that we don't have talks about talks about talks in perpetuity," he said.

As to the possible role of former US senator, Mr George Mitchell as the co-ordinator of the talks, Mr Adams said whichever international mediator was chosen, they could not be asked to perform a "minimal, neutered" function. At the start of the talks, the parties will be urged to pledge allegiance to the six principles of non-violence he set out by Mr Mitchell in January as an alternative means of demonstrating commitment to democracy. Mr Adams admitted his recent statement endorsing the principles had been difficult to sell to the republican movement.

He predicted that once the protagonists sat around a table, they would learn to get on with each other. Pressed on his own bottom line for the negotiations, Mr Adams gave the impression of a man resigned to the necessity of compromise. A month ago, Mr John Bruton, the Irish prime minister, said that the governments would suggest to the parties that the outlines of

any agreement lay in the joint framework documents agreed by himself and Mr Major in February 1995. These open the way for strong cross-border links and for power sharing between Protestants and Roman Catholics in the North.

Mr Adams went as close as he has ever done to conceding the principle of consent for the people of Northern Ireland alone. He said: "We accept clearly the framework documents of the discussions, even though we would wish to put the Union... on the agenda, knowing that it will be opposed by others."

Sinn Féin was prepared to discuss "demilitarisation, prisoners, guns and oppressive legislation" together with other constitutional issues. "The order they're put in is a matter for the party managers," Mr Adams explained.

"We're now seeking to bring an end to the conflict - not an end to the republican struggle, which can go on on a new plane. If there is equality of treatment, if there are broad democratic rights, if there is an understanding between the two governments which can meet the consent of all the parties, then we have eased ourselves out of the potential of another 25 years of conflict. We will continue to argue for the end of British rule, and make alliances," Mr Adams said.

OECD praises flexibility in labour market

By Gillian Tett, Economics Correspondent

Recent structural reforms have turned the UK into one of the most competitive and flexible economies in Europe, the Organisation for Economic Co-operation and Development said yesterday.

Changes to the labour market have greatly increased the country's ability to reduce unemployment, it argues.

Meanwhile, competition policy has also proved effective, with the privatisation of utilities such as telecommunications leading to better deals for consumers.

These twin themes, contained in the OECD's annual report on the UK economy, were seized upon with delight by the UK government. Both Treasury and trade officials hope to use the report for extolling the UK's virtues to the rest of the world.

However, the conclusions were regarded more cynically by some observers - not least because government officials play an advisory role in OECD reports.

While figures such as Sir Bryan Carsberg, the former director-general of fair trading, have recently called for radical reforms to competition policy, the OECD report generally supports the status quo and does not call for any unified competition body. It calls instead for the existing Office of Fair Trading to have greater powers - an idea already advanced by the government.

The OECD withholds judgment on the energy sector, which has recently prompted a furor following a government decision to block a merger in the electricity sector. However, it cited telecommunications and gas as areas where consumers have benefited from privatisation.

Britain has been exporting and importing more goods than previously thought as the prices of these goods have been growing more slowly than forecast, the Office for National Statistics said yesterday.

A new method of collecting data based on prices quoted directly by companies has shown that both import and export prices have been growing less slowly than earlier estimates suggested.

Earlier methods used indirect trade-based indicators to calculate prices. Exports, excluding oil and erratic items, are now estimated to have risen 8.7 per cent last year compared with 7.7 per cent on previous estimates. Imports growth is also stronger.

retailing and business services may face monopoly problems in the future, the report concludes that "in general United Kingdom markets are open and competitive". The OECD also welcomes the UK's struggle to create labour flexibility.

Indeed, the only problems identified are the poor long-term unemployment record and markedly widened income differentials.

The OECD concludes that the best way to solve both problems would be to create more jobs. And it notes that in contrast to many European countries, there are relatively few barriers to job creation.

However, it says some micro-economic reforms could help. Changing unemployment pay is unlikely to have much impact because it now provides little disincentive to work. But the Family Credit system of state benefits should be changed further to keep families out of a "poverty trap" which discourages them from working harder.

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TOTAL ASSETS		34,100	+ 3.2
CUSTOMER DEPOSITS		20,300	+ 7.3
LOANS TO CUSTOMERS		17,000	+ 4.3
NET INCOME		114	+ 35.3

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	US\$m	% Change vs. 1994
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TOTAL ASSETS	29,900	+ 3.4
CUSTOMER DEPOSITS	18,400	+ 7.0
LOANS TO CUSTOMERS	15,300	+ 7.7
NET INCOME	101	+ 22.1

(US\$ 1 = Lit. 1,584.72 as at 31st December 1995)

one of Italy's leading securities and stockbroking houses, also prospered. Meanwhile, overseas, a new Representative Office in Moscow was added to those already existing in Beijing, Brussels, Hong Kong and New York, and a new office will soon be opening in Manila.

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COMPANIES AND FINANCE: EUROPE

Metallgesellschaft sued by former offshoot

By Wolfgang Münchau in Frankfurt
Metallgesellschaft, the German industrial and trading group, has been sued by a former subsidiary in a case which yet again serves as a reminder of its troubled past.

forced by MG into making the acquisition. Shares to MG were hit by the news of the lawsuit in early trading, but later recovered to close at DM23.28, down 77 pence.

MG argues that BUS is wholly responsible for any losses or provisions that were to surface later. News of the suit came on the day that MG - which almost went bankrupt two years ago after incurring heavy losses on oil futures - said it was on target to reach its goal of DM300m to pre-tax profits in the current financial year to the end of September.

DM70.3m. The fall in pre-tax profits was blamed in part on cyclical factors relating to its plant construction subsidiaries. Last year, the company booked a larger proportion of sales in the first half compared with this year's period. MG said that on a cyclically-adjusted basis, pre-tax profits would be about DM120m in the first six months of the current financial year.

Turnover was down from DM9.6bn to DM6.5bn as a result of heavy restructuring during the past two years. Mr Kajo Neukirchen, chairman, said: "The reduction in turnover has been caused also by the weaker economy. The fall in demand has affected all business divisions, though in different degrees. It affected particularly the trading operations, whose turnover is traditionally strong."

Higher oil prices lift Saga profits

By Hugh Carnegie in Stockholm
A sharp increase in oil prices helped drive Saga Petroleum, Norway's biggest independent oil company, to record pre-tax profits of Nkr1,060m (\$160m) in the first four months of the year, up from Nkr688m in the same period last year.

NEWS DIGEST

Mondragón investor scheme put on hold

Plans for bringing stock market investment into the Mondragón group of co-operatives, based in the Spanish Basque region, have been put on hold. Mr Antonio Canelo, who took over last year as chairman of Mondragón Corporación Cooperativa, the central administration at the head of the group, said the scheme needing improving and simplifying to make it more attractive to investors.

Convincing investors of the magic of AGF

With the public offer oversubscribed, foreigners must now be enticed

Like Dr Dulcamara selling his magic potions in Donizetti's L'Elisir d'Amore, executives of Assurances Générales de France, the insurance group, have been busy travelling abroad marketing their group's shares at what they stress is a low price. Unlike the elixir being sold by the doctor to the opera, which is currently playing in Paris under AGF's sponsorship, investors hope the stakes they are being offered will prove to be of a more certain quality.

yesterday, at the close of the public offer, suggested it had been comfortably oversubscribed. The key question for the group's employees, who have until today to put to bids, is whether the investment is worthwhile at the offer price. Certainly, Mr Jeancourt-Galignani stresses that the days of the mass popular share offerings of 1993 and 1994 - some of which lured more than 1m investors - are over. This

poor performance of the previous round of French financial sector privatisations - notably that of UAP, a rival insurer, which has never seen its share price rise above the original offer level. His response is to point to a graph showing the share price of AGF and its competitors against their net asset values. It was only during that short period two years ago when the assets exceeded the share

previous state sell-offs, there is no formal core group of shareholders. But several French groups will nevertheless have substantial holdings in AGF. One insurance analyst suggests the true value of the group's assets is about FF180-FF190 a share. "The shares have already been discounted by the market because every one expected this privatisation," he says. "There is no great need for any further discount. I think the offer price offers a reasonable opportunity for investors."



Antoine Jeancourt-Galignani: 'I think it's a good price'

Earlier this month, shortly after the French government finally gave the green light for the sell-off of AGF, the state privatisation commission announced the pricing of the issue to the public, at FF128 a share. The price is a little above some investment bankers' expectations, at a relatively low discount to AGF's closing share price of FF139 on the day of the announcement.

Demand for shares to the privatisation of Assurances Générales de France has substantially outstripped supply, according to preliminary estimates by bankers yesterday, writes Andrew Jack in Paris.

profitable group with a viable future. His agency has given AGF an AA rating for its claims-paying ability, and AI for the short-term debt on its holding company. "We are impressed by the management team, and the capitalisation across the group is very sound," he says. "There are no black holes and the group is starting on a good footing with something resembling a clean slate."

Andrew Jack
The board of Mediaset, Mr Silvio Berlusconi's media company, yesterday approved a wide price range for its planned flotation, which is likely to value the company at L7,000bn (\$4.45bn).

For Mr Antoine Jeancourt-Galignani, AGF chairman, it was nonetheless in line with expectations. "I think it's a good price," he says. "It is the best that could have been hoped for."

price. Since then, a significant discount has developed - one which he believes will narrow in the future.

Another concern yet to be resolved is the way in which management will operate after the privatisations, with details of the composition of the group's new boardroom yet to be announced. In contrast with

price. Since then, a significant discount has developed - one which he believes will narrow in the future.

Advertisement for Satori Electric Co., Ltd. featuring the company logo, name, and details of a \$60,000,000 U.S. offering with 3% guaranteed bonds due 2000 and warrants. The offering is supported by Daiwa Europe Limited, Goldman Sachs International, Robert Fleming & Co. Limited, Merrill Lynch International, Universal (U.K.) Limited, Sanwa International plc, D. E. Shaw Securities International, Sumitomo Finance International plc, Yamaichi International (Europe) Limited, ING Barings, Tokyo-Mitsubishi International plc, Marusan Europe Limited, SBC Warburg, and Tokai Bank Europe plc.

Mediaset approves float price range

By Andrew Hill in Milan
The board of Mediaset, Mr Silvio Berlusconi's media company, yesterday approved a wide price range for its planned flotation, which is likely to value the company at L7,000bn (\$4.45bn). Mediaset said it would not reveal either the range or the conditions of the offer until Consob, Italy's financial markets watchdog, had approved the prospectus.

Bankers advising Mediaset had pressed Fininvest to accept a wide price range to take account of potential investors' concerns about the judicial investigations into Fininvest's affairs. One of the aims of the flotation was to cut Fininvest's stake in Mediaset to less than 50 per cent, thus ending accusations of a conflict of interest between Mr Berlusconi's political ambitions and his business activities. But Italian news agencies reported last night that if the over-allotment option, or "green shoe", were not exercised, Fininvest would be left with a majority stake.

KHD rescue talks continue

Kföckner-Humboldt-Deutz, the German engineering company which is threatened with bankruptcy, will today continue talks with "many parties" on the possibilities of rescuing the company with a fresh injection of capital. The Cologne-based group said it was in touch with Mr Michael Endres, the board member of Deutsche Bank who heads KHD's 15-strong non-executive supervisory board. Deutsche Bank, Germany's biggest bank, controls KHD through a 47.7 per cent stake.

Belgium floats rest of Distrigaz

The Belgian government is floating its remaining 16.71 per cent stake in Distrigaz, the national gas distribution monopoly, on the Brussels bourse in a public offering valuing the stake at Bfr3.27bn (\$103m). The offering, handled by a consortium of Générale de Banque, Banque Paribas Belgique and Delen & Co, is of 116,809 shares at a price of Bfr28,000 each, open from June 3 to June 7. The offer may close early if demand exceeds the shares available.

Italian financial services merger

Akros Finanziaria and Sopaf, the Italian financial services companies, are to combine their fund management, insurance and broking subsidiaries in a new joint venture, Akros Investment. The companies said yesterday that Akros Investment would become the third-largest fund manager in Italy not owned directly by banking and insurance companies, and the largest securities house outside the banking sector. The new company will have L4,200bn (\$2.7bn) of funds under its management.

Roland Europe to launch flotation

By Andrew Hill
Roland Europe, which manufactures electronic musical instruments, yesterday became the second Italian company in a week, and the fourth this year, to launch a flotation on the Milan stock exchange. Roland Europe, controlled by Roland Corporation, the Japanese manufacturer of electronic keyboards, is to float 29 per cent of its capital to Milan. The sale of 6.38m shares, 4m from a capital increase and the rest from existing shareholders, values the company at up to L1,200bn (\$77m).

subject of a management buy-out from Iri, Italy's state holding company. Some 44 per cent of Esate will be floated in a combined capital increase and sale of institutional investors' shares, valuing the company at up to L1,77bn. The Esate offer opens on June 11. With the help of government incentives, the Italian stock exchange authorities are trying to encourage more of Italy's dynamic small- and medium-sized companies to come to the Milan market, which is underweight compared with the size of the national economy.

quoted in Osaka and first took control of the Italian company in 1982. Mr Carlo Lucarelli, Roland Europe's chairman, said yesterday that the move fitted into the Japanese parent's plan to give more autonomy to its subsidiaries in Europe, the US and Asia.

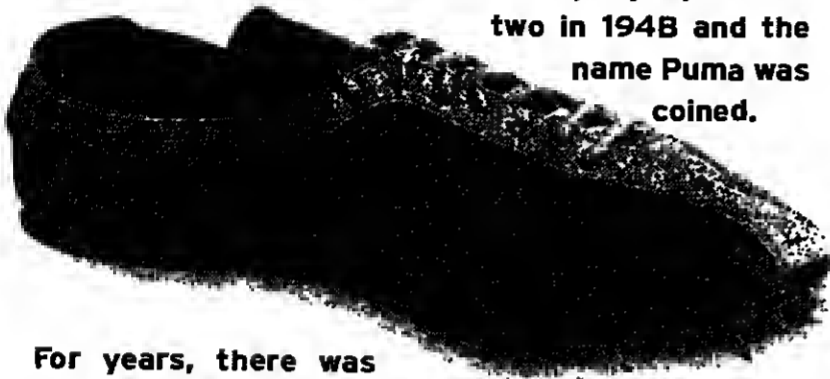
instruments a year, will be priced at between L4,300 and L5,500 each. The offer opens on June 6. So far the stock market has attracted mainly banks and companies which are already partly owned by institutional or corporate investors. The largest family company to seek listings on the Milan exchange has been Fininvest, the private holding company of Mr Silvio Berlusconi, the media magnate and former premier. Fininvest completed the sale of part of its stake in Mediolanum, the life insurance and financial services group, earlier this month, and aims to float Mediaset, the media group, during June or July.

WE'RE PERFORMING BRILLIANTLY ON GRASS AND TARTAN.

AND JUST AS WELL ON PAPER.

The company that was to become Puma was born back in 1924.

It was launched by Rudolf Dassler and his brother into a sports market in its infancy. Known then as Dassler Schuhfabrik, the company split into two in 1948 and the name Puma was coined.



For years, there was little competition and the brand thrived, enjoying decades of market leadership. Business peaked in 1986, coinciding with a stock-market flotation.

Although new products and new technologies were consistently introduced, a rude awakening was in store in the shape of highly aggressive competition from Reebok and primarily Nike. Puma was quickly outpaced by its younger and fitter competitors.

Seven years in the wilderness lead to unsustainable losses. It became obvious that a programme of refocusing and restructuring was not only necessary but vital to the future of the company.

Thus, phase one of the restructuring programme was introduced in 1993. It involved drastic cost reduction. The streamlining of the product range. The creation of profit centres. And the outsourcing of production. As well as a painful, but absolutely crucial, headcount reduction.

Phase two began in 1994. Basically, this was an internal re-engineering process. The entire company culture was modernised. Business processes were redesigned. Product costing was closely examined. And a streamlining of suppliers was undertaken.

Phase three followed in 1995. At its core was a renewed focus on product. A focus that accurately reflects the company's mission statement:

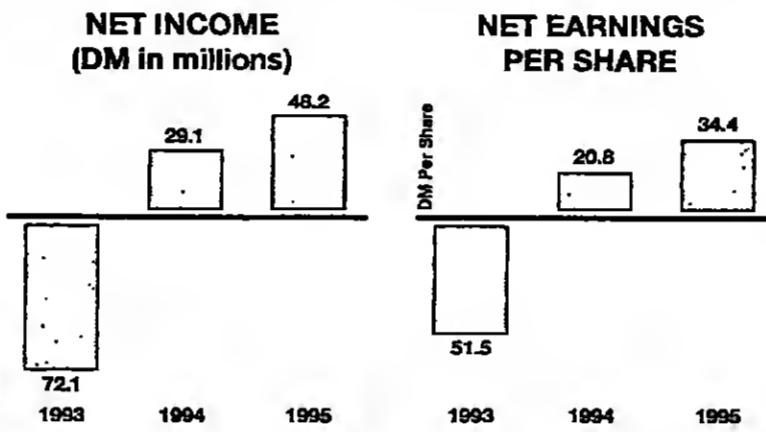
'to market excellent sports performance products that meet the needs and aspirations of today's consumers'

Allied to this was more stringent business management. A greater market and customer focus. A new product range. A global marketing strategy. Increased concentration on customer service. And tighter licensee control. These measures have lead to a welcome return to both growth and profit.

The impact of the restructuring has been widespread. Loss-making profit centres were reorganised or, in extreme cases, closed during phase one. In 1995, every one of the nine remaining profit centres did indeed make a profit.

Sales in the Puma Group and Worldwide (including licensees) have increased to DM413.6 million and DM1,128.9 million respectively. Margins, too, have improved markedly. Gross profits have risen from 29.9% of net sales to 37.4%. Income from operations has jumped from -11% to +14.5% of group net sales. While net income has leapt from -17.6% in 1993 to +11.7% in 1995. Not surprisingly, the impact on earnings per share has been

enormous with an increase of 65.4% over the period '94-'95 alone.



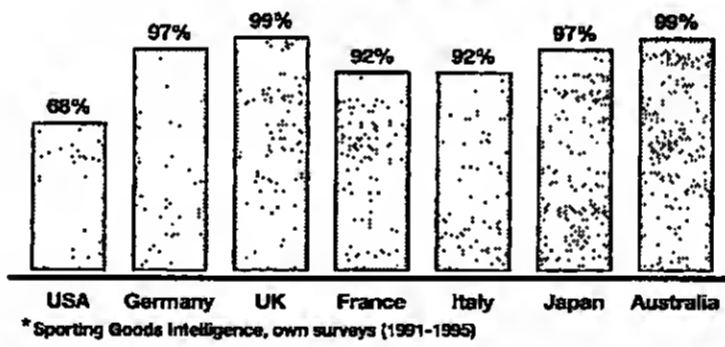
And so today the company finds itself, like its top endorsed stars, in good shape.

But what of the future? Well, the opportunity facing the company cannot be overstated.

The global sports market is simply vast. The sports footwear market alone now stands at approximately \$15bn per annum. Astonishingly, Puma's share of the worldwide market stands at just 4%.

The opportunity for growth for a sports company with the tradition and rich international heritage of Puma is there for all to see.

BRAND AWARENESS IN KEY MARKETS* (in % of Population)



For, while market share in the US is minimal, brand awareness is surprisingly high. No less than 68% of the population profess recognition of the Puma brand. An impressive figure but noticeably less than the 90% brand recognition that Puma enjoys in many international markets. The widely contrasting figures attributed to market share and brand can only be seen as an opportunity for growth and must not be missed.

So just how can the company exploit this opportunity? What, in essence, are the tools for success?

Historically, Puma has been at the forefront of new technologies. Witness the introduction of the sole and shaft vulcanisation technology in the late '50s. The development of Velcro fastening in the '60s and the 'Trinomic' sports shoe mid-sole technology and Puma Disc system in the '80s and '90s.

Only by constantly pushing for technological leadership can Puma continually fulfil its mission statement. Hence the arrival of the latest technology. Puma Cell.

A lighter, more durable, performance based technology. Other leading manufacturers are also working on new technologies.

But, according to the Wall Street Journal,

no less, Puma have once again got there first.

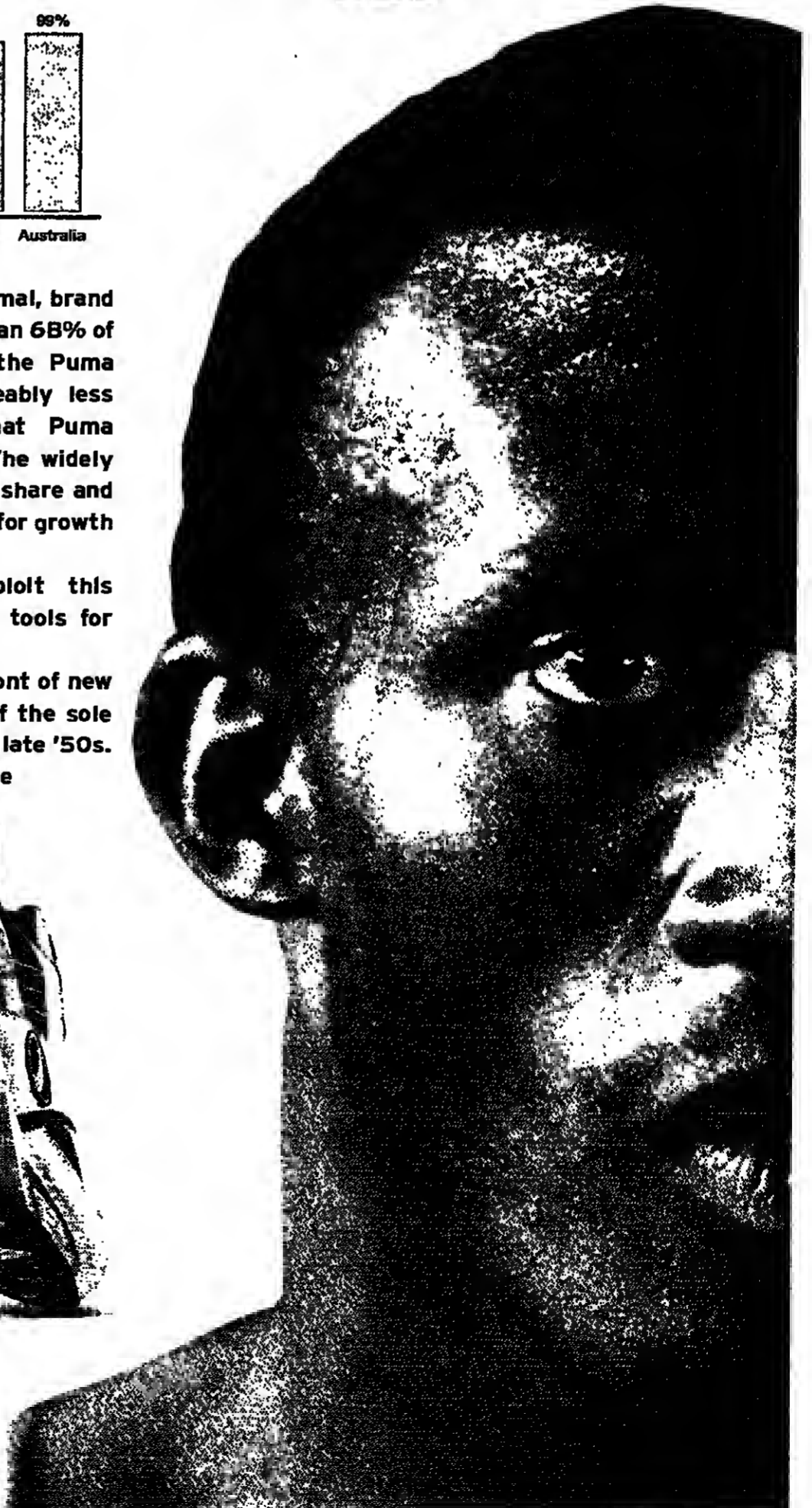
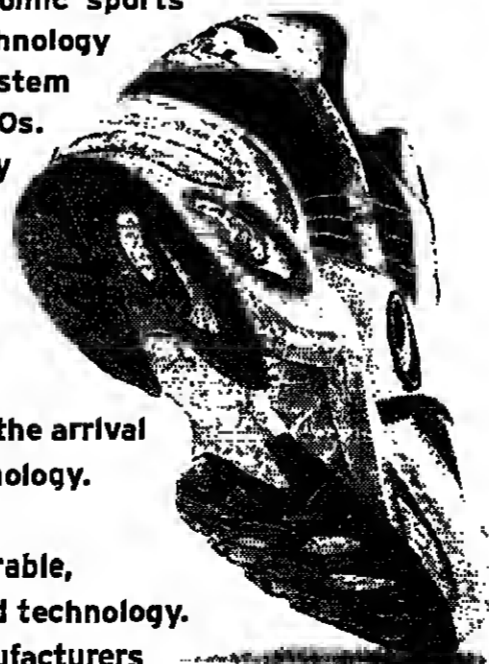
*By JOSEPH PEREIRA
Staff Reporter of THE WALL STREET JOURNAL
Puma AG has begun shipping a foam-less athletic shoe, beating to market a host of bigger rivals with a technology on which the footwear industry plans its next generation of sneakers.*

Of course, on the pitch, our endorsed stars continue to shine. Diego Maradona and Lothar Matthaus have both lifted the World Cup. And they both wear Puma boots.

On the track Jonathan Edwards, Linford Christie, Heike Drechsler, Merlene Ottey and Colin Jackson all wear Puma. Between them they have won 39 Olympic and World Championship medals. No fewer than nine of which were gold. And we all know that gold is good for the bank balance.

Very good, indeed.

PUMA



*Reprinted from The Wall Street Journal, January 11th 1996. Copyright 1996 Dow Jones & Company Inc. All rights reserved.

COMPANIES AND FINANCE: UK

Emap in talks to sell regional newspapers

By Raymond Snoddy and Christopher Price
Emap, the publishing, exhibition and commercial radio group, is believed to be in talks for the possible sale of its regional newspaper interests.

likely to raise about £300m (£304m) for the company.
If the group decides to sell it would mark a significant break with the past. Emap - formerly East Midlands Allied Press - was once a family owned company devoted entirely to local newspapers, before diversifying into magazines and more recently into commercial radio.

stood to be at an advanced stage, although far from completed.
Speculation over potential purchasers for the Emap subsidiary include Johnston Press, the fast expanding regional newspaper group, with the possibility of a joint bid with Newsquest, the former Reed regional newspaper group.

Emap's newspaper operations, which account for about 3 per cent of the regional market, made an operating profit of £9.3m on turnover of £96m in the year to end-March 1995.

investors have been concerned about Emap's debt position following its recent acquisitions.
The latest acquisition, the purchase of a set of French consumer magazines for £12m in March, took gearing to 500 per cent, although interest cover remained a more comfortable seven times.

ingly abandoned by many large media groups who are being supplanted by fast-growing local newspaper concerns.
Thomson Corporation sold most of its newspaper interests to Trinity International, owner of the Liverpool Echo newspaper last year, while Newsquest, a management buy-out team, funded by US financiers Kohlberg Kravis Roberts, bought the regional newspaper interests of Reed Elsevier.

United Utilities lifts dividend

By Jane Martinson
United Utilities yesterday sought to prove its success as the UK's first multi-utility with a jump in dividend and pre-tax profits up to expectations.

expected since its formation via North West Water's takeover of Norweh in November.
Mr Brian Staples, chief executive, said: "We are actually the only proven example [of a multi-utility]. These results should answer the question: does it work or is it an act of our imagination?"

The shares fell 13p to 584 on the news, however.
The dividend level set this year was important as a base for further growth "in excess of 11 per cent", regulatory and political changes permitting. The company had predicted real growth of 7 per cent per annum in its offer document

for Norweh.
The total dividend jumped 28 per cent to 32.7p (25.6p) after a special dividend of 3.8p, announced last year.
A £123.8m charge, which included a £103.8m provision for integration costs, dented pre-tax profits, which fell 4 per cent to £272.6m (£294m).

Hypobank seeks HFCM control

By George Graham, Banking Correspondent

Bayerische Hypotheken- und Wechsel-Bank, the fifth largest German private bank, is seeking to increase its 50 per cent stake in Hypo Foreign & Colonial Management, fund manager for Foreign & Colonial Investment Trust and a range of other trusts and pension funds.
The five Foreign & Colonial investment trusts, which now own the remaining 50 per cent of the management company, said yesterday that Hypobank had advised them of its interest in taking control.

months, might value HFCM at more than £500m.
It was once usual for investment trusts to own their fund management companies, but German private banks, seeking to increase its 50 per cent stake in Hypo Foreign & Colonial Management, fund manager for Foreign & Colonial Investment Trust and a range of other trusts and pension funds.
The five Foreign & Colonial investment trusts, which now own the remaining 50 per cent of the management company, said yesterday that Hypobank had advised them of its interest in taking control.

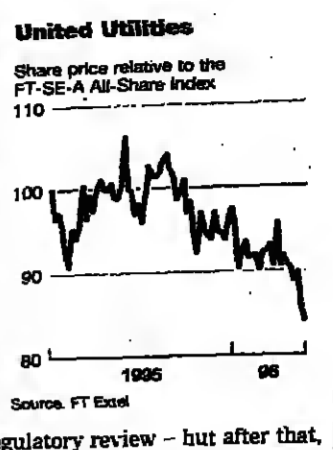
RESULTS

Table with 10 columns: Company, Period, Turnover (£m), Profit (£m), EPS (p), Current payment (p), Date of payment, Dividends (p), Total for year, Total last year. Rows include All Leisure, Best Stone, David Green, LBS&S, London Hill, M&M, Mid Kent, Norman Power, Rembrandt, South West Water, Speed (CA), Tritel, United Utilities, Warner Estate, Waverley Inns.

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. +After exceptional charge, -After exceptional credit, *on increased capital, @Am stock, \$USM stock, *Comparative restated, *Includes 3.8p special, +Second interim dividend 3p to date, @Opening value, *Interim of 0.75p indicated payment on June 28.

LEX COMMENT
Utd Utilities

At first sight, the stock market's treatment of United Utilities should be a horrible cautionary tale for multi-utility enthusiasts. Certainly, yesterday's drop in the share price looks a bullish reaction to a respectable set of results. This is a company committed to annual dividend growth of 11 per cent in real terms. What then explains its 30 per cent prospective yield premium to the market? One reason is that yields do not tell the whole story. Cost savings from acquiring Norweh may help produce handsome dividend growth up to the next regulatory review - but after that, the best of the party will be over. Since the other water companies are in the same boat, however, this hardly justifies United's discount to the sector.



NEWS DIGEST
Ammunition for South West

South West Water yesterday brought out its ammunition in its fight against two rival bids with higher-than-expected profits and its first customer rebate.
Mr Keith Court, chairman, said the bids by Severn Trent and Wessex Water remained "unsolicited and unwelcome".

Tomkins' shares rise on upbeat statement

By Patrick Harrison
The recent decline in Tomkins' share price was partly reversed yesterday after the industrial conglomerate released an upbeat trading statement and reassured investors that its £927m (£1.41bn) takeover of Gates, the privately-owned US automotive and industrial components group, would be completed sooner than expected.

Doubled pay-out at Mid Kent

Mid Kent Holdings, the water supply company under siege from a takeover bid launched by neighbouring utilities, yesterday almost doubled its full-year dividend and lifted pre-tax profits 43 per cent to £12.3m (£13.7m).
The total dividend jumped from 12.6p to 24p, after an increase in the final to 17.75p (1.3p). The company said it aimed to maintain a progressive dividend growth of perhaps 4 per cent real from this base.

Restructuring bears fruit at LIG

London International Group, the condoms and surgical gloves manufacturer which nearly collapsed two years ago, yesterday announced a 72 per cent rise in annual pre-tax profits.
The group, which is half-way through a three-year restructuring programme, made pre-tax profits in the year to March 31 of £26.2m (£39.8m), up from £15.2m the previous year which included exceptional charges of £2.8m. Turnover from continuing operations rose 11 per cent to £309.6m, after strong sales growth at each of its three divisions.

Advertisement for Biogel and Durex Elite condoms. Features a large illustration of a hand holding a condom, with the brand name 'Biogel' visible. Text includes: 'Two good years of growth puts us in good shape for the future.', 'We have made significant progress in the last year and continue to deliver on our promises to shareholders.', 'Profit before tax rose 72.4% to £26.2 million on a comparable basis and was underpinned by a strong performance in all three core product areas of condoms, surgical gloves and specialist gloves. Group sales were up 11.0% to £309.6 million.', 'Operating margin improved from 9.3% to 10.1% as a result of sales growth and cost benefits arising from earlier restructuring activities.', 'There remains much scope for geographic expansion, for new product development and for exploiting our global brands. Of course there will always be challenges, but given the high quality of our products, the continuous improvements which are made to them and the strength of the Group's management team, LIG is better positioned than many of its competitors. We look forward to the future with confidence.'

FINANCIAL HIGHLIGHTS table with 3 columns: Metric, 95/96 £m, 94/95 £m. Rows include Sales of continuing operations, Operating profit pre-exceptionals, Pre-tax profit, Earnings per share, Dividend per share, Net borrowings.

London International Group plc
Innovators in Thin Film Barrier Technology
35 New Bridge Street, London EC4V 6BJ
Biogel and Durex are trademarks of LIG.

U.S. \$400,000,000
Banque Francaise Du Commerce Extérieur
Guaranteed Floating Rate
Notice due 1997
For the three months May 31, 1996 to August 31, 1996, the Notice will bear interest at 5.75% per annum. U.S. \$145.35 will be payable on August 30, 1996, per U.S. \$10,000 principal amount of Notice.
By The Chase Manhattan Bank, N.A.
London, April Bank

BANQUE NATIONALE DE PARIS
EURO 100,000,000
Floating Rate Notes due 1996
Notice is hereby given that the rate of interest for the period from May 31st, 1996 to August 30th, 1996 has been fixed at 4.375 per cent per annum. The coupon amount due for the period is ECU 10 59 per ECU 10,000 denomination and is payable on the interest payment date August 30th, 1996.

BANQUE NATIONALE DE PARIS
Programme for the Issuance of Debt Instruments
USD 10,000,000
Floating Rate Notes due 2002
Notice is hereby given that the rate of interest for the period from May 31st, 1996 to November 29th, 1996 has been fixed at 5.5850 per cent per annum. The coupon amount due for the period is USD 2,824.00 per denomination of USD 100,000 and is payable on the interest payment date November 29th, 1996.

Handwritten scribble at the bottom of the page.

COMMODITIES AND AGRICULTURE

Globalisation picks up pace in the mining sector

By Kenneth Gooding, Mining Correspondent

Globalisation of the mining industry is moving ahead at an unprecedented pace...

But, in spite of the hectic scrambling by other mining companies...

Although Anglo's share has gradually slipped since the mid-1980s...

RMG says that more than \$20bn was collected by governments outside the former eastern bloc...

RMG says that more than \$20bn was collected by governments outside the former eastern bloc as they sold off mining assets in the past year.

Top 25 Western World Mining Companies in 1994

Table with columns: Company or state, Rank (1995), Country, % of total value. Lists companies like Anglo American, RTZ/CRA, and others.

Source: Who owns Who in Mining 1995

That was nearly double the amount for the previous 12 months.

It suggests changes in the state sector's share are likely to take place only gradually from now on...

Other big changes in the rankings include a move from No. 24 to 28th position by Normandy, the Australian group...

Bolivian mine waste has a silver lining

Sally Bowen on an innovative and profitable solution to an environmental problem

In most countries with centuries of mining tradition, tailings dumps are a familiar and unsightly blot on the landscape...

The Itos tailings dump in Bolivia is one such. Squatting ominously on a hill outside the long-established mining town of Oruro...

Fortunately for Oruro, the Itos tailings dump has substantial commercial value. Over the next ten years a joint venture...

any base or precious metal on a commercial scale. Baramesa, a Bolivian company in which Baxex minerals trading partnership and Kappes Cassidy of Reno, Nevada have a 90 per cent stake...

The tailings still contain an average of 230 grams per tonne of silver...

Extensive tests between 1992 and 1993 at Kappes Cassidy's Reno laboratories indicated that more than 85 per cent of the tailings' silver content could be recovered...

looks financially attractive. With its own on-site hydrochloric acid plant (not yet functioning) Baramesa predicts operating costs of under \$33 per tonne...

Plant construction was completed a year ago and trial runs commenced in October...

The plant itself is a gleaming and spotless tribute to modern technology. All process solutions and liquid streams are recycled and the minute quantities of gases and vapours generated are scrubbed to remove contaminants before discharge...

project, both economically and environmentally. In Bolivia, as in many other developing countries, environmental legislation is in its infancy...

This makes Mr Tordoir, who began his career with Billiton before becoming a trader with Philipp Brothers...

Mr Kappes, president of Kappes Cassidy, is more reluctant to be tagged an environmentalist. "Exaggerated environmental legislation has virtually killed off the mining industry in the States," he says.

Baramesa has imported geomembrane at \$4.50 per square metre to line the tailings pond, adding around \$1 per tonne to total operating costs.

Combol's participation in the project is, meanwhile, reduced to collecting a royalty, variable in accordance with international metals prices and output.

If itos proves as big an economic success as the figures indicate, Combol has plenty more tailings dumps to offer to investors.

'In situ' copper leaching to be tested in Michigan

By Kenneth Gooding

A second pilot scale testing scheme is to begin in the US of a technique that may eventually provide the mining industry with substantial additional sources of low cost copper and other metals.

While Europe's share of global mining is eroding fast, Japan's has faded almost completely.

Export tax angers tobacco growers

By Tony Hawkins in Harare

Zimbabwe yesterday doubled the proposed tax on tobacco auction floor sales and exports to 10 per cent...

The mine is near Lake Superior and Inmet has agreed to make provisions to protect groundwater and to establish a \$1m letter of credit to ensure funding is available for the mine's containment system.

compared with 186 US cents at the same stage in 1995. With the seasonal price expected to average over 300 cents a kilogram...

The Zimbabwe Tobacco Association reacted angrily, describing the tax increase as "a great shock to the industry".

economic growth would tax exports in this way. While the industry might be able to absorb such a tax in the current year...

BASE METALS LONDON METAL EXCHANGE. Table with columns: Metal, Price, Change, High, Low.

PRECIOUS METALS COMEX. Table with columns: Metal, Price, Change, High, Low.

GRAINS AND OIL SEEDS WHEAT LCE. Table with columns: Wheat, Price, Change, High, Low.

SOFTS COCOA LCE. Table with columns: Cocoa, Price, Change, High, Low.

MEAT AND LIVESTOCK LIVE CATTLE CME. Table with columns: Cattle, Price, Change, High, Low.

PRECIOUS METALS LONDON BULLION MARKET. Table with columns: Metal, Price, Change, High, Low.

ENERGY CRUDE OIL NYMEX. Table with columns: Oil, Price, Change, High, Low.

GRAINS AND OIL SEEDS SOYBEANS CBT. Table with columns: Soybeans, Price, Change, High, Low.

SOFTS SUGAR NY LCE. Table with columns: Sugar, Price, Change, High, Low.

MEAT AND LIVESTOCK LIVE HOGS CME. Table with columns: Hogs, Price, Change, High, Low.

PRECIOUS METALS LONDON BULLION MARKET continued. Table with columns: Metal, Price, Change, High, Low.

ENERGY HEATING OIL NYMEX. Table with columns: Heating Oil, Price, Change, High, Low.

GRAINS AND OIL SEEDS POTATOES LCE. Table with columns: Potatoes, Price, Change, High, Low.

SOFTS ORANGE JUICE NY LCE. Table with columns: Orange Juice, Price, Change, High, Low.

MEAT AND LIVESTOCK BEEF NY LCE. Table with columns: Beef, Price, Change, High, Low.

JOTTER PAD The solution is HP Computer Systems. Includes HP logo and product image.

CROSSWORD No. 9.082 Set by HIGHLANDER. Includes crossword puzzle grid and clues.

CREDIT/RISK ANALYSTS

TREASURY & CAPITAL MARKETS

FLUENT GERMAN/ENGLISH c £40,000 + BONUS & BENEFITS

On behalf of our Global Investment Banking clients, we are seeking graduate, experienced (up to 5 years) Credit and Risk Analysts to support business and trading teams.


Ideal candidates will be good communicators and have had formal credit training within an investment bank either in London, New York or Northern Europe.

Interested candidates should send their CVs to the address below, taking care to include details of analysis undertaken to date i.e. corporates, banks, sovereigns, other financial institutions plus product knowledge and language skills.

Range of work includes counterparty risk, ratings advisory, due diligence, new-issues, private placements. Knowledge of derivatives an advantage. You will have the opportunity to travel and to become involved in a wide range of credit, risk and research activities.

Please send your CV, with covering letter, for the attention of **Ron Bradley, Director**

Jonathan Wren & Co. Limited
Financial Recruitment Consultants
No 1 New Street, London EC2M 4TP



Telephone: 0171-623-1266
Facsimile: 0171-626-5257
CompuServe: 100446.1511

b a n k i n g Ref: P30198

UBS Asset Management London Limited

Develop a Career in Fund Management City

PFDM Limited, a wholly owned subsidiary of UBS Asset Management London Limited, is one of the UK's leading fund managers with over £50 billion funds under management.

We are seeking to recruit our additional investment trainee for our 1996 intake and are interested in hearing from people with at least one year's postgraduate experience in a professional environment with a structured training programme, who are looking for a change in career direction.

Our fund managers are required to conduct extensive independent research, to construct and manage portfolios, and to maintain and develop client relationships.

Therefore, the successful candidate will:

- already be established to a professional career
- be able to demonstrate a high degree of numerical and analytical ability
- have excellent interpersonal and communication skills
- be able to argue his/her case effectively within a team environment
- be keen to assume early responsibility in decision making
- hold, at least, an Upper Second class degree
- demonstrate a strong interest in investment


These skills are assessed through aptitude tests and structured interviewing. One of our key selection criteria is our evaluation of an individual's potential to develop and contribute to the long-term evolution of the business.

Individuals who meet all the above criteria should send a CV and covering letter explaining the reasons for applying, to our advertising agency who will be handling the response.

Applications must be received by Friday 7 June. Our training programme begins on Monday 12 August 1996.

Our recruitment standards have been developed with considerable thought and field research. Therefore, applicants who do not meet all of our criteria will not be considered.

Hannah Izbicka
DMB&B Financial Limited
123 Buckingham Palace Road
London
SW1W 9DZ



DIRECTOR OF RISK MANAGEMENT

Risk Evaluation & Negotiation of International Projects

Southern England Substantial Salary & Benefits

Our client is a major listed public company providing an integrated multi-disciplinary resource in engineering, environmental, operational and management services for major infrastructure projects in the private and public sectors principally in the UK, Southern Europe, the Middle East and the Far East.

Our client is seeking a senior level individual to control and co-ordinate a comprehensive risk appraisal framework for major international projects involving design and construct, BOO, BOOT and PFI type schemes. This person will be expected to evaluate each project's financial, commercial, engineering and operational risks and also recommend which projects the company should bid for, propose bidding strategies and direct bid teams. The successful candidate will be responsible for leading the team, negotiating with prospective clients, contractors and also with major institutions for the financing of long term overseas projects.

The emphasis for this appointment is financial and commercial risk assessment. The right candidate could presently be working for a bank in major project financing, in a corporate delivering major international projects, or in an international funding organisation. Ideally, the candidate will also have operational and engineering experience of risk assessment on major projects.

THE REQUIREMENTS

- Expected to be aged between 35 and 50 years old.
- Degree qualified, preferably with a professional qualification in finance, banking or engineering.
- Must have 5 years international experience at a senior level evaluating the financial and commercial risks of major overseas projects (project values in excess of £50 million).
- Should have experience of structuring and negotiating project financing with lending institutions for overseas projects and have extensive contacts within such institutions.
- Should have played a leading role in contract negotiations for major international projects.
- Should have broad experience and understanding of concession structuring and the risks associated with operations management and institutional strengthening projects implemented through BOO/BOT/BOOT and PFI type schemes overseas.
- Should have experience of working abroad and dealing successfully with different cultures.
- Should be highly numerate, an excellent negotiator, self-confident and highly self-motivated.

If you meet these requirements, please write enclosing a full CV, and covering letter, setting out how you believe you match this candidate profile and how you could contribute in this role. Please indicate current remuneration details and a contact telephone number. All applications will be acknowledged and will be treated in the strictest confidence.

Candidates should write to Mrs. J. Mitchell, Partners, The Perseus Partnership, Argosy House, Collins Court, High Street, Cranleigh, Surrey GU6 8AS. The closing date for applications will be Friday, 21st June, 1996.

THE PERSEUS PARTNERSHIP
EXECUTIVE RECRUITMENT CONSULTANTS

COMPLIANCE OFFICER

Salomon Brothers, one of the world's leading global integrated securities houses, is seeking a Compliance Officer for the Firm's London-based Asset Management company. Salomon Brothers Asset Management Limited (SBAM) is regulated by IMRO and registered with the SEC. The successful candidate will be a member of Salomon Brothers European Compliance Department which provides compliance services to all of the Firm's European businesses. Reporting to the management team of the Compliance Department, the successful candidate will work closely with SBAM's senior management, who will provide day-to-day business direction. The role involves working closely with SBAM's in-house legal counsel and some legal experience and/or qualification would be a distinct advantage. The successful candidate will be required to become familiar with our business activities and the compliance controls within which we operate. Equally important are energy, enthusiasm and well-developed communication and team skills.

The successful candidate should possess professional qualifications and experience relevant to performing the function of a Compliance Officer for an international asset management company. In addition to UK regulations, knowledge and experience with United States and preferably other regulations of investment managers and broker-dealers would be advantageous. Experience in dealing with, or working for, relevant regulators would be desirable. A capacity to work as a member of a team is expected. The successful candidate should have a desire for personal growth and increased professional knowledge.

A competitive remuneration package is available. Interested applicants should write enclosing a complete curriculum vitae to Ann Crookall, Human Resources, Salomon Brothers International Limited, Victoria Plaza, 111 Buckingham Palace Road, London SW1W 0SB.

Salomon Brothers
REGULATED BY SFA

London-based
Excellent
+ bonus
+ benefits

We are the French subsidiary of the US parent, LEXMARK INTERNATIONAL INC., an international company that designs, manufactures and distributes PC network printers, personal printers and associated supplies. We require a Costs, Inventory and Fixed Assets manager at our European Support Centre situated 15 kms from Orleans.

MANAGER - COSTS INVENTORY AND FIXED ASSETS

SALARY - Negotiable + benefits package

ROLE: Situated in the Finance Department, Orleans, with a team of 4 to 5 financial analysts, the successful candidate will be responsible for:

- reliable accounting of inventory movements and standard cost variance analysis at an international level
- maintenance and review of standard costs with the Product Lines management
- computation and execution of corporate transfer pricing policy
- documentation and implementation of department accounting procedures
- Ad hoc projects eg implementation of Fixed Assets accounting module, etc...

PROFILE: A university/college graduate, with a Business Studies/Management Accounting Diploma or professional accountancy qualification.

- you have at least eight years solid accounting experience specialising in a multinational industrial manufacturing environment
- you are fluent in French and English and are experienced in the use of information systems and technology
- a good communicator, ambitious and mobile, you will enjoy working in a fast expanding high technology company where career opportunities can develop quickly both here in France, Europe and the USA
- you are accustomed to a competitive salary together with the usual benefits package associated with a large international company.

Please address your written application (including your CV and photo) to LEXMARK INTERNATIONAL, Reference CFA, Service des personnes - BP 9001 - 45110 Orleans cedex 9.

LEXMARK

Busy and expanding Consultancy

Specialising in Financial, Tax, HR, IT, and Marketing


We are searching for additional consultants in organisational behaviour, strategic leadership and the issues of corporate change. Must have excellent presentation skills and a proven track record in organisational transformation. We are looking for men and women with effective minds, imagination and a competent understanding of the needs of business and industry in the early 21st Century. Traditionalists, trainers and accountancy based consultants should not apply. We can offer to the right people significant opportunities for growth which may well involve a wider participation in the business. A knowledge of European operational environments and languages would be very useful. Appointments can be part-time or full-time dependent upon level of experience, qualifications etc.

We see our role as one of transferring our knowledge and experience to our clients and assisting them in their understanding and implementation of new ways of doing business, of leading people and, above all, satisfying the needs of customers. We help them transform themselves, not as a soap of cynicism, but as a way of consciously limbering up in readiness for what is yet to come. We are based at Hagley Hall, near Stourbridge, in the West Midlands. This beautiful location is situated 30 minutes drive from Birmingham, 40 minutes from Birmingham International Airport, at the centre of the road and rail networks. We are an hour and a half from Manchester by road, two hours from London and within two hours flying time of most near European cities.

Please write sending details of your CV to:
Mr A J Thomas, Managing Director,
Thomas Group & Kline Limited,
60-68 The Old Woodland,
Hagley Hall, Stourbridge,
West Midlands, DY9 9JG.
Tel: 44 - 01352 850000 Fax: 44 - 01352 886427

The EIB, the financing institution of the European Union, is currently seeking for the Management Control Unit of its Financial Control/Accountancy Department in Luxembourg:

2 Financial Analysts (m/f)



European Investment Bank
A career in the heart of Europe

Duties: Under the responsibility of the Head of Unit, he/she will mainly:

- participate in establishing a Management Control Unit;
- analyse and comment on the make-up of, and trends in, the financial results of market and treasury activities;
- develop and use analytical tools for measuring the results and profitability of the EIB's banking activities as well as projected results;
- analyse and comment on the Bank's results and measure the effects of pricing on the profitability of its lending/borrowing operations;
- work together with members of a small team and liaise with other units in the Department and the Finance Directorate, particularly Risk Monitoring, Front Office and General Accounting;
- provide an interface between the Management Control Unit's analytical requirements and the development of corresponding computer programmes.

Qualifications: University degree with emphasis on mathematics, finance and economics. Treasury operations and financial markets specialist with at least 5 years' experience in this field. Excellent grasp of financial techniques including derivatives and structured issues. Knowledge of pricing methods and market risk measurement (ALM, VAR and BPV). Open-minded approach, good communication skills and ability to draft clear and concise reports. Aptitude for using IT tools. Knowledge of 4GL languages would be an advantage.

The duties for both the above posts will involve close cooperation with the Bank's other Directorates.

Languages: Very good command of either English or French and sound knowledge of the other.

The EIB offers attractive terms of employment and salary with a wide range of welfare benefits. It is committed to a policy of equal opportunities and applications from women would be particularly welcome.

Applicants, who must be nationals of a Member Country of the European Union, are invited to send their curriculum vitae, together with a letter and photograph, quoting the appropriate reference, to:

EUROPEAN INVESTMENT BANK
Recruitment Division (Ref. FI 9620)
L-2950 LUXEMBOURG. Fax: (+352) 4379 2545.

Applications will be treated in the strictest confidence and will not be returned.

Derivatives Specialist

The World Bank, the leading multilateral organization in the field of global economic development, has a challenging opportunity for a qualified Derivatives Specialist to work at its Headquarters in Washington, DC, USA.

The Derivatives Specialist will be part of a work team involved in derivatives transactions (swaps and other OTC derivatives): funding operations in the structured bond market; identification and development of market opportunities for such transactions; liability portfolio management; valuation of the Bank's derivatives portfolio; development of Bank's financial policies, loan products, new funding and liability management products; and financial technical assistance to member countries.

Requirements: an advanced degree in finance or equivalent with strong background in finance theory/financial markets; 3-5 years experience in major international financial markets; knowledge of fixed-income securities and derivative instruments; demonstrated capacity as a highly motivated, innovative and creative thinker; proven quantitative and analytical skills; strong communication and negotiation skills. **Job code: FDD/96**

The World Bank offers a competitive compensation package, including expatriate benefits. To apply, please mail/fax a detailed resume or curriculum vitae, indicating job code, within 14 days, to:

The World Bank
Staffing Center, Room O-4140, 1818 H Street, NW, Washington, DC 20433 USA. FAX: (202) 477-4744.



ASSOCIATE DIRECTOR

CIS Trade Finance

GML International Ltd is engaged primarily in arranging finance for trade and projects in Eastern Central Europe, the CIS and Central Asia with offices in London, Moscow, Kiev and Bratislava.

GML is seeking an Associate Director for CIS Trade Finance, to work from its London office. The ideal candidate will be fluent in written and spoken English and Russian, have at least two years experience in structuring transactions in the CIS involving and/or trading physical commodities, and will have substantial experience in building computer models in the area of structured finance.

Salary £40,000 (+ benefits and performance related bonus).

Written applications only to:
Stephan Plesner, GML International Limited
Knightsbridge House, 6th Floor, 157 Knightsbridge, London SW7 1RB

Senior US Government Bond Salesperson

Our client, the investment banking arm of a major international bank is seeking an experienced US Government Bond Salesperson for its Primary Dealership in London.

Responsibilities will include the marketing and distribution of all US Government securities to European and Middle Eastern institutional accounts from London.

Candidates will have at least 5 years' experience of US Treasury cash, futures and Government agencies. A European language would be advantageous.

Salary and benefits will be highly competitive and consistent with current market practice.

Please reply in strictest confidence to:
Ray Turnbull, Partner, Capital Market Appointments

0171 623 1266

Join a leading Financial Services Regulator

As a leading city regulator, IMRO's prime objective is to protect investors by setting and promoting standards for the investment firms it regulates. We are currently looking for people with an interest in investor protection to join our Corporate Admissions, Monitoring and Enforcement departments.

We are particularly interested in hearing from people with a regulatory or compliance background or in-depth knowledge of the fund management industry. We are also looking for qualified accountants with experience of auditing investment management companies and legal professionals with experience of commercial litigation, commercial investigations and/or a financial services background.

You could be involved in assessing a firm's suitability to be IMRO-authorized, or you could join a team responsible for visiting the firms we already regulate to identify possible areas of investor risk and recommend appropriate action. Alternatively, if

you are an experienced investigator or litigator, you could work on in-depth investigations into areas involving significant investor risk and the preparation of disciplinary cases against regulated firms.

These are exciting opportunities to join an organisation within an increasingly high profile sector of the financial services industry. We can also offer competitive starting salaries and an attractive benefits package, together with excellent opportunities for training and development.

To apply, please forward a detailed CV, including current salary details to: Debbie Willis, Human Resources, IMRO, Lloyd's Chambers, 1 Portoken Street, Loodoo E1 8BT. Please quote reference FT9605.

IMRO (Investment Management Regulatory Organisation Limited) regulates 1,100 firms and 17,500 individuals. The firms include fund management organisations, banks, pension fund managers, trustees including trustees of unit trusts and investment trust managers. Funds managed by IMRO regulated firms have a total estimated value of £1,000 billion.

IMRO

Executive Search Consultant France and Germany

Armstrong International are a leading financial services Executive Search firm which specialises in finding senior personnel for Banks everywhere. Over the past two years we have developed business in France and Germany, and we would now like to recruit a consultant to be responsible for concentrating specifically on these areas.

We are looking for people with the following attributes to join our already highly successful team:

- A high degree of drive
- Fluency in German and French
- An in-depth understanding of the Banking industry
- A team oriented style and personality
- Familiarity with the Executive Search industry.

Please send CV in the first instance to:
Catherine Bolton, Armstrong International,
1 Angel Court, London EC2R 7HJ.



Risk Management Technologists

Delivering competitive advantage in the global financial markets.

Price Waterhouse is increasingly recognised as the partner of choice for the development and delivery of risk management systems for the Capital Markets sector. Some of Europe's most prestigious financial institutions are turning to PW because we combine top-quality systems expertise with advanced strategic thinking; as financial institutions look for new and better ways to calculate the risk and returns of investments in volatile international money markets, PW is delivering bespoke and packaged solutions which meet both the strategic and operational needs of large-scale investors.

We are now looking for more people to join our Risk Management team, based in London but working on projects with European and indeed global impact. You will be working with managers at the highest levels of blue-chip financial institutions, defining, developing and implementing solutions which are tailored specifically to the challenges of their businesses, and their markets. You will be involved throughout the project life cycle and your work will regularly be incorporated into - and run in tandem with - wider change management projects. Backed up by a superb technical support team, you will enjoy the scope to make a personal and highly visible impact on one of the most exciting areas of modern systems development.

You must be a graduate with 4 - 6 years' IT experience in the financial sector, which includes at least 12 months of specialisation in the development/implementation of sophisticated risk management systems. You will have a sound understanding of RM methodologies and the mathematical principles that underpin them, for example, VAR and RAROC. You will already have a wide knowledge of various financial instruments and their associated risk factors, as well as being familiar with relevant pricing and hedging techniques. Ideally, you will already have a detailed understanding of the systems development life cycle, and the special challenges of bespoke or packaged solution development.

We are determined to appoint people who have the vision and potential to grow with PW in this fast-expanding area of our business. If you have the rare blend of market knowledge, systems expertise and client-facing skills that we need, we will create a package of salary and benefits which will reflect your contribution to our Risk Management practice. Please write with a detailed CV, quoting reference MCS 4014, to Tim Forster, Price Waterhouse Management Consultants, No.1 London Bridge, London SE1 9QL.

Price Waterhouse
Management Consultants



Price Waterhouse is authorized by the Institute of Chartered Accountants in England and Wales to carry on investment business.

EXECUTIVE CONNECTIONS Corporate Broking

Charterhouse Tilney Securities Limited is the stockbroking arm of Charterhouse plc. Founded in 1836, it is one of the longest established and most respected members of the London Stock Exchange and is one of the largest institutional agency stockbrokers in the UK. Corporate Broking is a growing area of activity for Charterhouse Tilney Securities and the department has enjoyed considerable success recently in increasing its client list.

Charterhouse Tilney Securities acts as broker or financial adviser, or both, to its clients depending on the requirements of the client. Flotations have been a major source of new business and there has been significant activity in takeovers, rights issues and placings. The focus of its business development effort remains UK corporates. More specifically, the Corporate Broking department undertakes the following activities for its clients:

- Provides advice on deal structuring, including takeovers, acquisitions and disposals, and fund raising.
- Sponsors all types of Bonations.
- Assists in capital raisings.
- Investor relations.
- Advice and raises on all Stock Exchange matters.

The success of the department means that it is now seeking to recruit at least two further individuals to work closely with Directors in the support of these activities.

The successful candidates are likely to have either one to three years' experience in another Corporate Broking department, or be qualified ACAs with up to 5 years' PQE. You must be able to demonstrate a strong academic and professional track record, coupled with an eagerness to translate your professional training into a commercial and client focused environment. Coming from a leading accountancy firm, stockbroker, merchant bank or industry you will demonstrate a pragmatic yet creative approach to business demands.

A competitive remuneration package is offered. If you feel you can meet the challenge that these exceptional roles offer then please forward your CV to our Consultants Rachel Jagger or Chris Pearson at Executive Connections, 45 Eagle St, London WC1R 4AP. (Fax 0171 872 0089) E-Mail: responses@executiveconnections.co.uk. If you have any questions, then please telephone them on 0171 242 8105 (evenings/weekends 011 948 2005). All CVs will be treated in the strictest confidence. Please note any CVs forwarded directly to Charterhouse Tilney Securities will be passed to Executive Connections.



ACCOUNTANCY APPOINTMENTS

HEAD OF FINANCE

LONDON

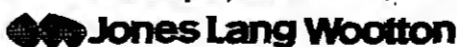
c. £55,000 package + benefits

Jones Lang Wootton is a leading international firm of Chartered Surveyors and Real Estate Advisers with some 70 offices worldwide. We have a major presence in the UK, with seven offices and over 800 Partners and staff.

Following internal promotion, we are now seeking to recruit a high calibre Head of Finance to be based in our City office. Reporting to the European Chief Operating Officer, the role will encompass all aspects of the financial management of our London and Regional (English) office network. You will be responsible for our 18-strong London based team, managing and developing our financial reporting systems and providing a key contribution to the business planning and budgetary process.

The role will appeal to a commercial, qualified accountant with a minimum of five years experience in a senior position. You will be expected to demonstrate a high level of intellect, strong interpersonal, leadership and IT skills and be able to deliver results and communicate effectively at the most senior level. You should have experience of making a major contribution to the decision making processes of a client oriented service industry.

Please write, in confidence, with full career and salary details to: Brian Kemp, Recruitment Manager, Jones Lang Wootton, 22 Bouverie Square, London W1A 2BN.



Timber Industry

Administration/Finance Manager

A British company who have recently completed construction of a modern sawmill facility in Estonia is seeking a qualified accountant to manage finance and administration.

The job will entail financial control of the sawmill operation including production of accounts and full financial, stock and production reporting both to local management and to the parent company in the UK. Candidates must be fully conversant with the use of computers for accounting and other purposes and must be able to demonstrate self-motivation and adaptability. Preference will be given to candidates who speak Estonian or are willing to learn the language.

The position is based at the sawmill which is situated approximately 60km South of Tallinn. Food and board/accommodation will be provided. Salary will be negotiable and will depend on qualifications and experience.

Applications should be made in own hand writing including full details of career to date and present salary to:

Jellis Contracting & Trading Ltd.
29 1/2 Street
St Helier
Jersey JE2 6JA
Channel Islands

Director of Accounting

West London to £65,000 + car

Our client, a major US corporation, is renowned throughout the world for providing a quality service on a truly global basis. As a market leader within their field the group has experienced consistent and profitable growth over many years.

This organisation now seeks to recruit a Director of Accounting who will strengthen the financial management of its Pan European network and who will report to the highest levels of management in Europe based in the UK. This new role will co-ordinate and control all financial and management information from the business units throughout Europe, enhance the quality of financial information within the company, review and improve financial analysis, cashflow management, along with the evaluation of capital proposals and other projects.

Candidates will be fast track qualified accountants, probably aged mid/late thirties, who can demonstrate excellent career progression to date encompassing Big Six experience combined with success in managing a multi-national accounting function. First class communication and interpersonal skills are absolutely paramount to take up this excellent career opportunity.

Please write enclosing full curriculum vitae quoting ref 650 to: Philip Cartwright FCMA, Cartwright Consulting, 3 Wigmore Place, Cavendish Square, London W1H 9DB. Tel: 0171 371 9476 Fax: 0171 371 9478

CARTWRIGHT CONSULTING
FINANCIAL SELECTION & SEARCH

FINANCE DIRECTORS

High Wycombe & Lancashire
£45k + Car + Bonus
Two commercially aware ACAs with 'hands on' line experience required for a subsidiary of a major plc.
Candidates must demonstrate strong working capital control and an eye for detail, together with well-developed interpersonal skills. Excellent prospects.
Please contact: Nick Stephens at Nicholas Andrews, 126 Colmore Row, Birmingham, B3 3AP. Tel: 0121 233 4450

Appointments Advertising

Every Wednesday & Thursday the Financial Times Appointments pages appear. Wednesdays section is aimed at the Banking, Finance, IT and General Appointments markets, and Thursdays pages are for Accountancy vacancies. Both days are essential reading for any seriously career minded individuals.

For information on Appointments Advertising please contact:
Andrew Skrzywalski on 0171 873 4054
Toby Finden-Crofts on 0171 873 3458
Robert Hunt on 0171 873 4095

adidas - The spirit of sports

International Controlling Manager

adidas, a DM 3.5 Billion company, and one of the world's foremost marketers of sports clothing and footwear, seeks high calibre individuals to join our international controlling department.

Reporting to the Vice President of Controlling and managing a staff of 7, you will assume responsibilities for annual budget planning and analysis, and monthly sales reports. You will perform revenue and profit margin analysis per subsidiary and sports category as well as total business analysis including P & L, Balance Sheet and Cash Flow Statements.

You will play a leading role in the completion of an electronic data interchange program consolidating the international chart of accounts from over 30 subsidiaries and joint ventures into a Management Information System at the headquarters.

The successful candidate will have either an MBA with a concentration in Finance or a recognised accounting qualification and between 5 to 7 years work experience with a multinational. You should have a good understanding of International Accounting Standards and either US or UK GAAP. You speak and write German as well as English, are a number cruncher with personality, enjoy sports and are a team player who will fit into the diverse multicultural environment offered at adidas.

If you are interested, please send your full CV.

adidas AG
Karin Sonn
Human Resources
P.O. Box 1120
91072 Herzogenaurach
Germany

International Tax Manager

London c £80,000 + Benefits

A major natural resources group which owns and manages a portfolio of strategic holdings in focused, world class mining and metals businesses, diversified by commodity and country, wishes to appoint an International Tax Manager, to be based in London.

The post is an excellent opportunity for a senior tax professional to be involved in the group's UK and international tax issues.

Responsibilities will include:

- Advising on tax effective structuring of transactions, including reorganisations, disposals and mergers.
- Identifying and analysing tax risks and exposures inherent in the current management and corporate structures and advising on appropriate ways to counter such risks.
- Identifying opportunities for tax savings throughout the group.

- Consulting with various disciplines throughout the group on tax issues.

The successful individual should be a chartered accountant with 7-10 years general tax experience (including at least 4 years in international tax) gained in either the profession or industry, who has also had exposure to working on corporate finance related transactions.

Candidates should demonstrate good interpersonal skills with the ability to communicate at Board level, both within the UK and overseas. A pro-active, mature initiative taker, with the capacity to be a self-starter at all times are essential characteristics.

Interested candidates should send their curriculum vitae to Mark Pryor at Michael Page Taxation, Page House, 39-41 Parker Street, London WC2B 5LH or telephone him on 0171 831 2000, fax 0171 831 6662.



Michael Page Taxation

Specialists in Taxation Recruitment
 London Bristol Birmingham Edinburgh Glasgow Leatherhead Leeds
 Maidenhead Manchester Nottingham St Albans & Worldwide

VICE PRESIDENT FINANCE — EUROPE

High Technology Commercial Impact

Paris

c.900,000 FF car, bonus, options

Our client is a multinational, blue chip, North American corporation with an outstanding record of innovation and profits growth in the high technology sector. The \$900m+ turnover European region continues to expand at a rapid rate and internal progression has created the need to appoint a highly commercial finance professional.

The prime responsibility of the role will be to manage the European Finance Group in the provision of financial expertise and business support, and in particular to:

- Assess the viability of new ventures and play a leading role in contract negotiations
- Drive overall business planning and continually evolve organisational strategies to meet corporate goals
- Develop the European finance team through quality recruitment, training and succession management
- Make strong, ongoing commercial and strategic contributions to the long term, profitable growth of the business

Candidates will be qualified accountants or business graduates with at least 10 years' senior financial management expertise gained in a fast moving and marketing led, multinational environment. Previous experience in a North American corporation would be beneficial. A truly global perspective on business management and proactive, incisive leadership skills are prerequisites. Fluency in English is essential, French is desirable and any further European languages would be a distinct advantage.

Interested candidates should write with full CV, quoting current rewards package to Mark Hurley FCMA, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY. Tel: 0171 430 9000, Fax: 0171 405 5995 quoting ref: HMB/3129/FT.



Hoggett Bowers

EXECUTIVE SEARCH & SELECTION

Head of Finance

Salary commensurate with position Central London

Unique opportunity in this high-profile Institution for creative finance manager, with empathy for the Arts, to bring sophistication to finance strategy and systems.

THE INSTITUTION

- Established 1768 with mission to promote visual arts to the widest possible audience.
- Entirely reliant on private sector and exhibition income. Over one million visitors yearly.

THE POSITION

- Formulate and co-ordinate financial strategy and setting of annual targets for agreement by the Council. Ensure statutory requirements with regard to charity and pension law are met.
- Develop and establish reporting systems and structures to enhance financial awareness, information flow and viability of projects.

- Senior management role, working closely with other Heads of Departments. Direct, manage and motivate team of 20.

QUALIFICATIONS

- Entrepreneurial and energetic. Strong team player.
- Creative developer of systems and structures.
- Excellent people management and communication skills. Ability to relate to and deal with a wide spectrum of individuals.
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London and Home Counties

£40,000 + Car + Bonus

Our client is a leading international transport and distribution organisation with a world class reputation.

An exciting opportunity has arisen within the Group Business Strategy and Planning Department for a commercially astute accountant reporting to the Finance Director. Applications are invited from accountants with an excellent academic track record including a good degree and first time passes, together with at least two years' post qualification experience.

The role requires the flexibility to deal with a variety of work including:

- Identifying and executing acquisitions and disposals
- Preparing business plans and presenting at board level
- The ability to construct and utilise computerised business models
- Investment appraisal using discounted cashflow techniques

This is a key position within a dynamic organisation, offering the opportunity to make a major contribution to the direction of the business. The ability to form effective working relationships with people at all levels within the organisation to facilitate achievement of business goals is essential.

To discuss this opportunity in total confidence, please contact Ian Temple BSc (Hons) ACA on 0171 405 4161. Alternatively, send your CV to him at the address below.

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As part of a major reorganisation, the company seeks to support a step change in the business through its financial team by the appointment of a senior Financial Planning & Analysis Manager who will be responsible for developing and directing the financial planning and analysis activity to support operational management in the achievement of its demanding business objectives.

Reporting to the Finance Director, you will lead and coach a small FP&A team, and will also be responsible for the development of the FP&A activity within newly established operational trade channels for which you will have functional responsibility.

You will be a graduate qualified accountant or MBA with previous financial planning and analysis experience, ideally gained within a retail or fast-moving consumer-orientated business. Above all, you will be commercially astute, intellectually sharp with an analytical mind, and have the presence and immediate credibility to interact with senior management as well as possess the strong leadership skills required to train and develop an effective team.

Career prospects within the wider United Distillers/Guinness Group are excellent and the comprehensive package includes generous relocation assistance.

You should write enclosing a resume together with current remuneration details and daytime/evening telephone contact numbers, quoting Reference 605/A on both envelope and letter, to Chrissy Flamminger Associates, Bechtel House, 245 Hammersmith Road, London W6 8DP.

UNITED DISTILLERS

GUINNESS PLC

Director Business Planning

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Our client is recognised without question as being a market leader with an international reputation for quality and professionalism in the service industry. This multi-national corporation will continue to build on its excellent record of expansion throughout all continents thereby offering continual new challenges to its executives.

It is a direct result of internal promotions that a Director - Business Planning is now sought who will report to the European Chief Financial Officer. The prime function will be to improve the strength of business planning within the corporation and key duties will encompass analysis of operating results, profitability and cost volume profit studies, cash forecasting, budgetary planning and control as well as the formulation of capital and strategic plans. The management and motivation of the planning team as well as working closely with line management will also be important factors within this role.

Candidates will probably be MBA's who can demonstrate sound financial planning and analysis achievements made within a multi-national corporate environment. Modelling and PC skills are a must as is the ability to bring a practical and common sense approach to this high profile position that will work closely with Financial Controllers across Europe.

Please write enclosing full curriculum vitae quoting ref 651 to: Philip Cartwright FCMA, Cartwright Consulting, 3 Wigmore Place, Cavendish Square, London W1R 9DB. Tel: 0171 371 9476 Fax: 0171 371 9478

CARTWRIGHT CONSULTING
 FINANCIAL SELECTION & SEARCH

Financial Controller (FD Designate)

Croydon c.£45,000

Our client is a small, niche market general insurance company which is the subsidiary of a major US Financial Services group, with plans for European expansion.

There is now a requirement to strengthen the Finance function with the appointment of a Financial Controller who, reporting to the Finance Director, will manage a small department and take day to day responsibility for finance including budgeting, forecasting, management and statutory accounting, as well as reporting to the US.

Candidates should be qualified accountants with demonstrable general insurance experience gained either within industry or the accounting profession and also with some knowledge of consolidations. As well as being technically

strong, you should have good staff management skills, be computer literate and have a hands on, non-status conscious approach to your role.

The position can be developed in the short term through increased responsibilities and business expansion plans and this individual must have the potential to become Finance Director in three years time.

To be considered, please send your curriculum vitae, including current remuneration, to Carrie Andrews at Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting ref: CA732.

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Head of Internal Audit

LONDON

COMPETITIVE PACKAGE

Our client, a major service provider in the South East and a FTSE top 150 company, is experiencing significant organisational and operational change at present in response to an increasingly competitive market place.

The new Head of Internal Audit, reporting to the Chief Executive Officer, will assume responsibility for a small team and be tasked with managing the continuous improvement of the control framework, the audit plan and budgets so that it operates at optimum effectiveness and provides a cost effective and value added service. Other responsibilities will include the development of appropriate standards and performance indicators and within the group provide for the personal development of staff.

Probably a graduate, but not necessarily an accountant, you will have gained several years experience of managing a

sophisticated audit function and ideally have some experience of operational audit activities. Whilst no specific industry experience is necessary, previous exposure to organisations experiencing and managing significant change is essential. Bright and commercially astute, you must have a practical knowledge of current control procedures and review techniques. Personal qualities required to ensure success in the role include presence, a strong personality, excellent communication and interpersonal skills, influencing abilities, high energy and a pragmatic and positive approach.

Please send full personal and career details, including current remuneration and daytime telephone number, in confidence to Anne Routledge, Coopers & Lybrand Executive Resourcing Ltd, 1 Embankment Place, London WC2N 6NN, quoting reference AR1179 on both envelope and letter.


Handwritten signature or stamp at the bottom of the page.

J.P. 11/10/96

INTERNATIONAL CLINICAL FINANCIAL CONTROLLER

Package to £50,000

Marlow, Buckinghamshire



INNOVEX

Innovex leads the way as the world's first Contract Pharmaceutical Organisation (C.P.O.) providing clinical research, health management and sales services to major pharmaceutical companies. In the light of the strategic focus on the International clinical business and the phenomenal and rapid growth in this sector there is a requirement to strengthen the finance resource by the appointment of an International Clinical Financial Controller.

Reporting to the Divisional General Manager, the role will provide financial leadership and direction in the production of management information and commercial decision making.

The ideal candidate will be a mature qualified accountant with at least five years' post qualification experience. The ability to manage change and growth and, above all, strong interpersonal skills at all levels of management are essential.

Experience of working within an international environment is essential and experience of working on clinical contracts and/or within a project based environment would be preferred.

The company offers an excellent remuneration package and tremendous potential for long-term career advancement. Please write in the strictest confidence, enclosing a full CV, salary details and quoting reference NLA0696, to our advising consultant:

Nigel Lynn ACMA at Nigel Lynn Associates, Eastlands 2, London Road, Basingstoke, Hants RG21 4AW.

GROUP MANAGING DIRECTOR

Diversified Group of Companies

Gulf Based **Negotiable Salary**

- Our client is a well established and diversified group of companies in the United Arab Emirates. Due to expansion, the Group is now looking for an aggressive, profit-minded and result-oriented individual with proven track record at a senior management level in a similar organisation to manage the Group.
- The Managing Director will work closely with the Chairman and General Managers of the individual companies to ensure the successful operation of the Group.
- The ideal candidate must possess the following:
 - Strong experience in Finance and Marketing.
 - Excellent interpersonal and human resource development skills.
 - Wide knowledge of different business fields (trends, success factors, competitive positioning) with very strong expertise in at least two business areas including high technology.
 - Proven ability to develop and manage business ventures from conception to maturity.
 - Business management and performance measurement skills using modern techniques such as TQM, JIT, Diversified Portfolio Management and Risk and Liquidity Management.
 - Strong strategic planning ability and experience including preparation of strategic plans (vision, mission, objectives and goals) for a diversified group of companies.
- Qualified candidates must have a business degree from a western university at the MBA level and must have a minimum of 15 years experience in management positions.
- Only qualified candidates should forward career details including salary history by 15 June 1996 to Executive Recruitment Division, Ernst & Young, P.O.Box 136, Abu Dhabi, United Arab Emirates, Fax No: +971 2 722968. Only shortlisted candidates will be contacted.

ERNST & YOUNG

DIVISIONAL CONTROLLER

Central Southern England **Base c £40K + car + benefits**

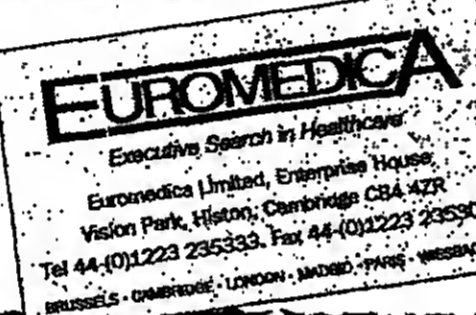
Our client is a rapidly growing, "leading edge" medical device company, operating globally. Consistent with expansion plans, its Eye Care Division is looking to fill the newly created position of Divisional Controller.

THE APPOINTMENT
Reporting to the Divisional CEO in an authoritative role, the position will be responsible for management reporting, budgeting, financial and cost control, financial analysis and systems development. There will also be a need to help shape commercial development, including joint ventures, and general business strategy.

CANDIDATE PROFILE

- A qualified Chartered Accountant with a minimum of c 5 years post qualification experience in manufacturing industry.
- A background in healthcare/PMCG and experience within an operating unit would be ideal.
- He/she must have a "nose" for commercial prospects.
- Computer literacy, a strong analytical capability, good communication and interpersonal skills, flexibility and a "can do" attitude are further requirements

The attractive remuneration package will include bonus potential and the prospect of participation in the company's share option scheme. Please send full career details, including current remuneration level to Dr Philip Moorhouse at Euromedica, Cambridge.



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IT Senior Appointments


General Motors International Operations

Manager Data Infrastructure
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General Motors International Operations is a major business sector of General Motors, the world's largest company and includes operations in over 40 countries.

We are seeking a high calibre individual to work within the Information Management function reporting directly to the Director of Technology Services and Deployment.

Based in either Antwerp, Frankfurt or Luton, the successful candidates will spend approximately 40% of their time at other international facilities.

The Key Job Responsibilities will be:-

- Develop international data management strategy.
- Implement a consistent data environment to meet business requirements.
- Liaise with GMRO business units to ensure a consistent approach to data management.
- Liaise with application development and quality assurance functions on data infrastructure related issues.
- Ensure conformance to data standards.

The Key Job Qualifications are:-

- A minimum of 5 years Data Management experience, preferably in a multi national organisation.
- Experience in Manufacturing Industry (Automotive preferred).
- Detailed knowledge of data analysis, database design techniques and database technologies.
- The successful candidate should also have strong communication skills and management experience.
- Good team player with experience in a multi-cultural organisation.
- Ability to work at all levels within the organisation.

Reply in strict confidence quoting reference MDI with CV and relevant experience by 30th June 1996 to:-

John Colley, Manager Finance Administration, Vauxhall Motors Limited, Griffin House, Osbourne Road, Luton, LU1 3YT, United Kingdom.

General Motors International Operations

Emerging Technology Manager
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General Motors International Operations is a major business sector of General Motors, the world's largest company and includes operations in over 40 countries.

We are seeking a high calibre individual to work within the Information Management function reporting directly to the Director of Technology Services and Deployment. Based in either Antwerp, Frankfurt or Luton, the successful candidates will spend approximately 40% of their time at other international facilities.

The Key Job Responsibilities will be:-

- To provide technical and managerial leadership in the evaluation and implementation of emerging technology in the support of GM's business and technology architecture.
- To interface with industry, standards groups, universities and research organisations in the areas of technology and computing end communications architecture.
- Establish a set of technology metrics to monitor organisational progress.

- Liaise with application development and quality assurance functions on emerging technology related issues
- To manage pilot technology evaluation projects

The Key Job Qualifications are:-

- Graduate with extensive experience as Information Technology as it impacts a global company.
- Experience in setting end contributing to the IT direction of a diverse international organisation.
- High level of analytical and problem solving skills.
- Good team player with experience of multi-cultural organisation.
- Ability to work at all levels within the organisation.

Reply in strict confidence quoting reference ETM with CV and relevant experience by 30th June 1996 to:- John Colley, Manager Finance Administration, Vauxhall Motors Limited, IMP C2, PO Box 3, Luton, Bedfordshire, LU1 3YT, United Kingdom.

Information System Specialist

Select hardware & software. Set up systems for European facilities of major US Chemical Manufacturing Corp. Applications for distribution; order entry; customer service billings, inventory control. 4 small mfg. plants in Europe. Will then set up systems worldwide.

Fluent English. Similar exp. US or Europe based. Heavy travel. \$100,000/yr.

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IT City Appointments



IT in Investment Management

West End Permanent or Long-Term Contract Exceptional + Banking Benefits

J.P. Morgan Investment Management Inc. is the international investment arm of J.P. Morgan & Co., Inc., which with over \$50 billion under management in London alone is one of the premier investment houses in the world. Based in the West End of London, the high quality, growing IT function is made up of small, closely-knit teams of exceptional ability, which work in partnership with the business.

As part of an aggressive Systems strategy to enable the business to continue its rapid growth, legacy applications based on VAX Fortran are being replaced with client/server in-house developments and packages. Technologies in use primarily are VB/C/C++/Open Interface on Windows/NT, with Sybase System 10 databases running on Vax Alphas operating Open VMS. To ensure the delivery of the new projects, a number of high calibre individuals are required. The positions offer exceptional salaries, subsidised mortgage, car allowance for senior roles, bonus and non-contributory pension, in addition to other benefits. Alternatively, a number of the positions are available to contract staff, paying highly competitive rates.

Project Manager & Business Analysts Accounting System

A package is being selected to handle core investment management, portfolio accounting and operations functions. As the selection process draws to a close, there is now a requirement for a project manager and a number of business analysts to undertake the implementation phase.

For the manager position, candidates should have a minimum of 10 years experience, with at least 5 working in an investment management/securities environment. Experience of similar implementations, preferably in a leadership role, is also required.

Business analysts should have circa 3 years experience of investment management/securities operations. They will undertake the next stages of more detailed business analysis, work with package suppliers, define additional functionality and implement the final system. Ref: D9101d or D9101c (Contract)

Manager Applications Migration & Support

With the increasing number of client/server applications being developed, a team is being formed to manage release into production and on-going support. Proven team building and team leading skills (not necessarily gained in a financial environment) are required for this role, as is experience of the systems development life-cycle in a client/server environment. Technical knowledge should come from VAX, OpenVMS/DCL, RDBMS, C, VB or similar. Ref: D9102d

Senior Analyst/Programmers & Analyst/Programmers FI/Equity/Currency/ Derivatives Systems

There are a number of new vacancies in each of the above groups, requiring differing levels of experience. All candidates should have a full life cycle systems background, with good interpersonal skills. Technical skills should come from RDBMS (ideally Sybase), Fortran, C, C++, SQL or VB. A keenness to work closely with the business whilst demonstrating exceptional technical ability is a prerequisite. Ref: D9103d

Analyst/Programmers Trade Order Processing System

This project is to build a state-of-the-art trading system to handle the management and execution of orders within the in-house trading room. Candidates should have a background in trading systems across a range of asset classes with solid functional and data skills. Experience of CASE tools would be an advantage. Technical skills should come from RDBMS (ideally Sybase), Windows NT, C/C++, VB and event driven programming. Ref: D9104d or D9104c (Contract)

To receive further details in writing, please either fax your CV to Derek Wray on 0171-494 3634 or post it to him at The Wray Partnership, 150 Regent Street, London W1R 5FA. All agency enquiries should be directed to The Wray Partnership.

JPMorgan

For Banking, Finance & General Appointments

please turn to pages 15-18

or contact:

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banking

'C', UNIX-EQUITY DERIVATIVES

City To £45,000 + Bonus + BBs

Working as part of the Equity Derivatives research team, you will be involved in all aspects of quantitative research utilising the technical skills acquired from a systems development background. Candidates will be ideally educated to PhD level in a mathematically biased discipline and possess in-depth 'C/UNIX experience. Specific product knowledge is particularly beneficial.

C/C++, NT-DEBT DERIVATIVES

City To £35,000 + Bonus + BBs

One of the top research groups within the City has an opening for a highly numerate developer to work on the development of Analytics and Risk Management Systems. Besides excellent skills in C or C++ on Windows (NT) you will need to demonstrate exceptional problem solving ability coupled with both creativity and enthusiasm.

C++, UNIX-EXOTIC OPTIONS

City To £60,000 + Bonus + BBs

An exceptional C++ developer is sought to work on the development of a new Analytics system for a leading Exotic Options group. They are only interested in the best C++ developers who can also display a high level of business aptitude. A mathematical background and experience of derivative products would be most beneficial.

For more information on these and other opportunities currently available please contact

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 TEL: 0171 608 0990 (24hr answering service) FAX: 0171 608 1205
 E-MAIL: optima.connections@dial.pipex.com

SYSTEMS DEVELOPERS

City £25-70,000 + Bonus + BBs

One of the City's most technically innovative investment banks, has outstanding opportunities for systems developers. You will be working with the business in a global development environment based on UNIX and NT, optimising your knowledge of C/C++ and UNIX/NT (to systems admin level). A first class degree is prerequisite, and Comms experience would be useful.

FIXED INCOME-C++, OLE

City £30,000 + Bonus + BBs

The Fixed Income group of this leading proprietary trading house currently require a solid OO specialist with a thorough understanding of BONDS and IR DERIVATIVES trading. You will have a track record of developing similar trading systems using VC++ under NT, OLE/OCX or CORBA, and CLASS LIBRARIES.

OO-PRICE MODELLING

City To £30,000 + Bonus + BBs

The Risk Arbitrage group of this leading Securities House requires an exceptional candidate with a solid understanding of financial analytic models and their integration with all instruments. You will combine sound C++ and OOAD expertise, with experience of BOND YIELD, OAS and YIELD CURVE models, SWAPS/OPTIONS PRICING and IR DERIVATIVES.

Invest in your Future

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 Salary to £60,000 plus Bonus

Our client is one of the largest Japanese Banks with subsidiaries in over 26 countries. They are currently expanding many areas of their front office operations, resulting in a number of exciting positions that offer the opportunity to expand your business knowledge in one of the most demanding technical environments in the city. You will be delivering front end analytics to some of the busiest desks in the square mile. To move your career forward you will need at least two of the following.

- C++ and/or Visual Basic
- Mathematical Analytical Skills
- Government Proprietary Trading
- Degree/Phd
- Risk Management
- Bonds Trading

To take the next step contact our city consultant Lisa Russell on

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CURRENCIES AND MONEY

MARKETS REPORT

Dollar wobbles in wake of bond market weakness

By Philip Gavitt

The dollar yesterday made a tentative recovery in the wake of a sharp overnight sell-off in Asia following the fall in US bond prices.

The dollar continued to slip lower in Europe, and was held in place by the Bundesbank's decision to fix the repo rate at 3.5 per cent for a further two weeks. It reached intra-day lows of DM1.5261 and Y106.75 before recovering during New York trading. It closed in London at DM1.5253 and Y107.6, from DM1.5453 and Y108.745.

The D-Mark's strength against the dollar carried over into Europe, with high-yielding currencies like the lira and the peseta particularly volatile. The lira finished at L1.011 against the D-Mark, from L1.008. The peseta closed at Ptas84.27, from Ptas83.

Sterling for once managed to shake off the dollar, rallying against both the D-Mark and dollar. It closed at DM2.3515

and \$1.5345, from DM2.3477 and \$1.5193. The trade weighted index finished at 85.7, the highest level since March last year.

The issue concerning dealers yesterday was how far the dollar's correction would be. The bearish mood which prevailed among European traders was arrested in New York by rumours that the Bank of Japan was checking rates - a common prelude to intervention.

Mr Tim Fox, currency strategist at Standard Chartered in London, said markets were also conscious that the dollar had retreated back to levels from which Mr Eisuke Sakakibara, the influential Ministry of Finance official, had previously suggested it should rally.

Mr Fox said the dollar had retreated back to levels from which Mr Eisuke Sakakibara, the influential Ministry of Finance official, had previously suggested it should rally.

higher. He said that as the 30-year bond yield approached 7 per cent, "markets also get nervous about instability in US asset markets."

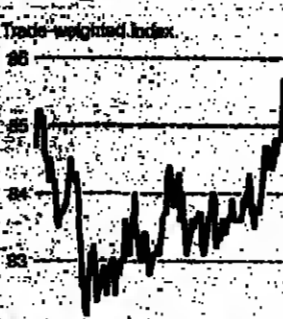
Further sharp moves in the dollar appear unlikely ahead of the rat of important US data releases next week.

The retreat by European high-yielders and the rally in sterling may be related phenomena. While much of sterling's strength can be attributed to the firmer dollar, Mr Chris Turner, currency strategist at BZW in London believes there is an element of independent strength as investors switch from the lira and peseta to sterling.

"Sterling has some way to catch up before it encounters the same problem of seeing a slow-down in the economy because of strength in the currency."

In both Italy and Spain there are increasing signs of political unease at the economic cost

of the high interest rate.



Source: Bank of England

Mr Mark Geddes, currency analyst at CAGS, the financial markets consultancy in London, said: "For Italy, this appears to be leading to some reassessment on the timing and central rates for an ERM return, possibly not now until the third quarter, and a central rate close to L1.00 rather than L1.00."

Mr Geddes said that with the lira and peseta now close to two year highs against the D-Mark, the competitive advantage that their exports enjoyed last year no longer existed. There has been much talk recently of both countries trying to manipulate their exchange rates.

Mr Geddes said Spanish reserves rose \$4.4bn in April and Italian reserves by the equivalent of \$4.7bn, suggesting a "clear" signal from the authorities to at least stem currency gains."

There was also a fair degree of market speculation that the

Swiss National Bank might raise national rates, because official rates are priced off market rates, which have recently been rising at the short end. Mr Turner said the firmer money market rates was the result of investors borrowing cheaply in francs to fund their investments in higher yielding assets elsewhere. "I think many observers who are predicting a sharp fall in the franc, Mr Turner said that another spike up was possible so long as German rates trend lower and the SNB believes growth will pick up in the second half. He said the SNB had "not yet reached the stage the Bank of Japan reached a year ago in terms of relating the economy."

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There was also a fair degree of market speculation that the

POUND SPOT - FORWARD AGAINST THE POUND

Table with columns: May 30, Closing mid-point, Change on day, Bid/offer spread, Day's mid low, One month Rate, Three months Rate, One year Rate, Bank of England Index.

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Table with columns: May 30, Closing mid-point, Change on day, Bid/offer spread, Day's mid low, One month Rate, Three months Rate, One year Rate, J.P. Morgan Index.

GROSS RATES AND DERIVATIVES

EXCHANGE CROSS RATES

Table with columns: May 30, Bid, Offer, Fx, Dm, Ic, L, F, Nkr, Es, Pta, Sfr, Sfr, Z, Cs, S, Y, Esc.

UK INTEREST RATES

LONDON MONEY RATES

Table with columns: May 30, Over-night, 7 days, One month, Three months, Six months, One year.

SHORT STERLING OPTIONS (LIFE) £500,000 points of 100%

Table with columns: Strike Price, Jun, Sep, Dec, Jun, Sep, Dec.

BASE LENDING RATES

Table with columns: % and bank names like Adams & Company, Allied Trust Bank, etc.

JAPANESE YEN FUTURES (MAY 12.5 per Yen 100)

Table with columns: Jun, Sep, Dec, Jun, Sep, Dec.

STERLING FUTURES (MAY) £25,000 per £

Table with columns: Jun, Sep, Dec, Jun, Sep, Dec.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: May 30, Euro con., Rate against Euro, Change on day, % +/- from 1st week, % spread, Div. Int.

THREE MONTH EURO-DOLLAR (LIFE) \$1m points of 100%

Table with columns: Jun, Sep, Dec, Jun, Sep, Dec.

US TREASURY BILL FUTURES (MAY) \$1m per 100%

Table with columns: Jun, Sep, Dec, Jun, Sep, Dec.

EURO-DOLLAR OPTIONS (LIFE) \$1m points of 100%

Table with columns: Strike Price, Jun, Sep, Dec, Jun, Sep, Dec.

EURO-DOLLAR OPTIONS (LIFE) \$1m points of 100%

Table with columns: Strike Price, Jun, Sep, Dec, Jun, Sep, Dec.

EURO-DOLLAR OPTIONS (LIFE) \$1m points of 100%

Table with columns: Strike Price, Jun, Sep, Dec, Jun, Sep, Dec.

EURO-DOLLAR OPTIONS (LIFE) \$1m points of 100%

Table with columns: Strike Price, Jun, Sep, Dec, Jun, Sep, Dec.

NOTICE TO HOLDERS OF THERMO ELECTRON CORPORATION 4% SENIOR CONVERTIBLE DEBENTURES DUE 1997

NOTICE IS HEREBY GIVEN BY Thermo Electron Corporation ("the Corporation"), pursuant to Section 7(0)(ii) of the Fiscal Agency Agreement dated as of July 29, 1992 between the Corporation and Chemical Bank, as Fiscal Agent, that, effective as of June 5, 1996, the conversion price of the Corporation's 4% Senior Convertible Debentures due 1997 will be adjusted from \$31.60 to \$14.8383.

NOTICE TO HOLDERS OF THERMO ELECTRON CORPORATION 5% SENIOR CONVERTIBLE DEBENTURES DUE 2001

NOTICE IS HEREBY GIVEN BY Thermo Electron Corporation ("the Corporation"), pursuant to Section 7(0)(ii) of the Fiscal Agency Agreement dated as of April 15, 1994 between the Corporation and Chemical Bank, as Fiscal Agent, that, effective as of June 5, 1996, the conversion price of the Corporation's 5% Senior Convertible Debentures due 2001 will be adjusted from \$31.60 to \$21.0000.

NOTICE TO HOLDERS OF THERMO ELECTRON CORPORATION 4% SENIOR CONVERTIBLE DEBENTURES DUE 2003

NOTICE IS HEREBY GIVEN BY Thermo Electron Corporation ("the Corporation"), pursuant to Section 7(0)(ii) of the Fiscal Agency Agreement dated as of January 3, 1996 between the Corporation and Chemical Bank, as Fiscal Agent, that, effective as of June 5, 1996, the conversion price of the Corporation's 4% Senior Convertible Debentures due 2003 will be adjusted from \$31.60 to \$37.0000.

FAST 64 KBIT SATELLITE TECHNOLOGY

FOR COMPLETE REAL-TIME DATA OF THE US AND EUROPEAN EXCHANGES. FOREX, FUTURES, OPTIONS, EQUITIES, NEWS.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT US\$ 250,000,000 FLOATING RATE NOTES DUE 2002 (SCHEDULE 2A)

in accordance with the provisions of the Notes, notice is hereby given as follows: Interest period: May 30th, 1996 to November 29th, 1996. Interest payment date: November 29th, 1996. Interest rate: 5.05156% per annum. Coupon amount: US\$ 256,799 per Note of US\$ 100,000.

U.S. \$50,000,000 CRÉDIT D'ÉQUIPEMENT DES PETITES ET MOYENNES ENTREPRISES

Undated Subordinated Step-Up Floating Rate Notes. For the Interest Period from May 31, 1996 to November 29, 1996 the rate has been determined at 6.53524% per annum. The amount payable on November 29, 1996 per U.S. \$10,000 principal amount of Notes will be U.S. \$345.58.

NOTICE TO HOLDERS OF THERMO ELECTRON CORPORATION 4% SENIOR CONVERTIBLE DEBENTURES DUE 1997

NOTICE IS HEREBY GIVEN BY Thermo Electron Corporation ("the Corporation"), pursuant to Section 7(0)(ii) of the Fiscal Agency Agreement dated as of July 29, 1992 between the Corporation and Chemical Bank, as Fiscal Agent, that, effective as of June 5, 1996, the conversion price of the Corporation's 4% Senior Convertible Debentures due 1997 will be adjusted from \$31.60 to \$14.8383.

NOTICE TO HOLDERS OF THERMO ELECTRON CORPORATION 5% SENIOR CONVERTIBLE DEBENTURES DUE 2001

NOTICE IS HEREBY GIVEN BY Thermo Electron Corporation ("the Corporation"), pursuant to Section 7(0)(ii) of the Fiscal Agency Agreement dated as of April 15, 1994 between the Corporation and Chemical Bank, as Fiscal Agent, that, effective as of June 5, 1996, the conversion price of the Corporation's 5% Senior Convertible Debentures due 2001 will be adjusted from \$31.60 to \$21.0000.

NOTICE TO HOLDERS OF THERMO ELECTRON CORPORATION 4% SENIOR CONVERTIBLE DEBENTURES DUE 2003

NOTICE IS HEREBY GIVEN BY Thermo Electron Corporation ("the Corporation"), pursuant to Section 7(0)(ii) of the Fiscal Agency Agreement dated as of January 3, 1996 between the Corporation and Chemical Bank, as Fiscal Agent, that, effective as of June 5, 1996, the conversion price of the Corporation's 4% Senior Convertible Debentures due 2003 will be adjusted from \$31.60 to \$37.0000.

FAST 64 KBIT SATELLITE TECHNOLOGY

FOR COMPLETE REAL-TIME DATA OF THE US AND EUROPEAN EXCHANGES. FOREX, FUTURES, OPTIONS, EQUITIES, NEWS.

LONDON SHARE SERVICE

INV TRUSTS SPLIT CAPITAL - Cont.

Table listing investment trusts with columns for name, price, and other financial data.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies with columns for name, price, and other financial data.

OTHER FINANCIAL - Cont.

Table listing other financial companies with columns for name, price, and other financial data.

PROPERTY - Cont.

Table listing property companies with columns for name, price, and other financial data.

SUPPORT SERVICES - Cont.

Table listing support services companies with columns for name, price, and other financial data.

AIM - Cont.

Table listing companies on the Alternative Investment Market (AIM) with columns for name, price, and other financial data.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for name, price, and other financial data.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies with columns for name, price, and other financial data.

INVESTMENT COMPANIES

Table listing investment companies with columns for name, price, and other financial data.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for name, price, and other financial data.

PHARMACEUTICALS - Cont.

Table listing pharmaceutical companies (continued) with columns for name, price, and other financial data.

RETAILERS, GENERAL

Table listing general retailers with columns for name, price, and other financial data.

RETAILERS, GENERAL - Cont.

Table listing general retailers (continued) with columns for name, price, and other financial data.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for name, price, and other financial data.

TOBACCO

Table listing tobacco companies with columns for name, price, and other financial data.

TRANSPORT

Table listing transport companies with columns for name, price, and other financial data.

WATER

Table listing water companies with columns for name, price, and other financial data.

AIM

Table listing companies on the AIM (continued) with columns for name, price, and other financial data.

AMERICANS

Table listing American companies with columns for name, price, and other financial data.

CANADIANS

Table listing Canadian companies with columns for name, price, and other financial data.

SOUTH AFRICANS

Table listing South African companies with columns for name, price, and other financial data.

GUIDE TO LONDON SHARE SERVICE

Price for the London Share Service delivered by FT.com, a member of the Financial Times Group. Company classifications are based on those used for the FT-SE 100 Index. Share prices are shown in pence unless otherwise stated. Rights and dividends are based on the latest available information. Dividends and other data are published on the FT.com website. Where shares are denominated in currencies other than sterling, this is indicated after the name. Symbols relating to dividend status appear in the column titled 'Dividend' as a plus (+) or minus (-) sign. Dividends and other data are published on the FT.com website. Market capitalisation shown is calculated separately for each line of stock. Exchange rates used in calculations are based on the Bank of England's exchange rates. Prices shown are based on the latest available information and are subject to change. Values are based on mid-price, are given, rounded up for a dividend tax credit of 20 per cent and show the value of the share plus the value of the dividend. Estimated Net Asset Value (NAV) are shown for Investment Trusts, in pence per share, along with the percentage discount or premium to the current closing share price. The NAV has been audited prior to publication. Where a company is in liquidation, the word 'Liquidated' is shown in the 'Status' column. The FT.com website provides a comprehensive list of companies and their financial data. The FT.com website provides a comprehensive list of companies and their financial data. The FT.com website provides a comprehensive list of companies and their financial data.



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FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing Bermuda (SIB Recognised) funds including Fidelity Overseas Funds Ltd, JPMorgan Overseas Funds Ltd, and others.

BERMUDA (REGULATED)**

Table listing Bermuda (Regulated) funds including Barmouth Investment Management Ltd, Barmouth Overseas Fund, and others.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey (SIB Recognised) funds including All Investment Managers (Guernsey) Ltd, All Overseas Fund, and others.

IRELAND (SIB RECOGNISED)

Table listing Ireland (SIB Recognised) funds including All Fund Management Ltd, All Overseas Fund, and others.

IRELAND (REGULATED)**

Table listing Ireland (Regulated) funds including All Fund Management Ltd, All Overseas Fund, and others.

GUERNSEY (REGULATED)**

Table listing Guernsey (Regulated) funds including ANZ Invest Co (Guernsey) Ltd, ANZ Overseas Fund, and others.

IRELAND (SIB RECOGNISED)

Table listing Ireland (SIB Recognised) funds including All Investment Managers (Guernsey) Ltd, All Overseas Fund, and others.

IRELAND (REGULATED)**

Table listing Ireland (Regulated) funds including All Fund Management Ltd, All Overseas Fund, and others.

LET Asset Management Ltd

Table listing LET Asset Management Ltd funds including LET Overseas Fund, LET Global Fund, and others.

LET Asset Management Ltd

Table listing LET Asset Management Ltd funds including LET Overseas Fund, LET Global Fund, and others.

Dragon Korea Fund Plc

Table listing Dragon Korea Fund Plc funds including Dragon Korea Fund, Dragon Asia Fund, and others.

Dragon Korea Fund Plc

Table listing Dragon Korea Fund Plc funds including Dragon Korea Fund, Dragon Asia Fund, and others.

Old Fund Managers (SIB)

Table listing Old Fund Managers (SIB) funds including Old Fund Managers, Old Overseas Fund, and others.

Old Fund Managers (SIB)

Table listing Old Fund Managers (SIB) funds including Old Fund Managers, Old Overseas Fund, and others.

Arjiter Tyndall (Jersey) Ltd

Table listing Arjiter Tyndall (Jersey) Ltd funds including Arjiter Tyndall, Arjiter Overseas Fund, and others.

Arjiter Tyndall (Jersey) Ltd

Table listing Arjiter Tyndall (Jersey) Ltd funds including Arjiter Tyndall, Arjiter Overseas Fund, and others.

Fidelity Funds - Contd.

Table listing Fidelity Funds - Contd. funds including Fidelity Overseas Fund, Fidelity Global Fund, and others.

Fidelity Funds - Contd.

Table listing Fidelity Funds - Contd. funds including Fidelity Overseas Fund, Fidelity Global Fund, and others.

Arjiter Tyndall (Jersey) Ltd

Table listing Arjiter Tyndall (Jersey) Ltd funds including Arjiter Tyndall, Arjiter Overseas Fund, and others.

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Handwritten note: 2005/10/15/20

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 973 4978 for more details.

Handwritten note: 27/11/95

Main table containing financial data for various funds, including columns for fund names, prices, and changes. Includes sub-sections like 'OTHER OFFSHORE FUNDS' and 'OFFSHORE INSURANCES'.

Vertical text on the left margin: 'on for st', 'at Mid Kent', 'MARKET REPORT'.

MANAGED FUNDS NOTES: This section provides detailed information regarding the funds listed, including their objectives, risks, and performance metrics.

LONDON STOCK EXCHANGE

MARKET REPORT

Footsie dragged lower by US inflation worries

By Peter John

The market began to show its true colours yesterday as the bid premium from the water sector drained away. With a depressing lead from the US and no impetus from domestic corporate events or economic statistics, UK equities did not have a chance.

The danger signs for US inflation. Subsequently, the Dow Jones Industrial Average fell almost 36 points. The differential between the Dow and the Footsie is so great that under normal circumstances that kind of correction should be irrelevant to London.

By yesterday, it was almost as though the bid had never happened. Some points to target with the water sector were trading higher but the broad market chose to focus elsewhere.

The comments of Ms Phillips had hit US Treasury bonds and also sent the dollar sharply lower. This knocked on to the UK government bond market, where the 10-year benchmark issue was down by more than half a point.

As far as the bears are concerned London is not even cheap. ABN Amro Hoare Govett is talking Footsie down to 3,500. And Hoare economist Mr Chris Johns believes that it will only take one big rights issue

FT-SE All-Share index



Indices and ratios table with columns for Index Name, Value, and Change. Includes FT-SE 100, FT-SE Mid 250, FT-SE All-Share, and various ratios like P/E and Dividend Yield.

Equity shares traded

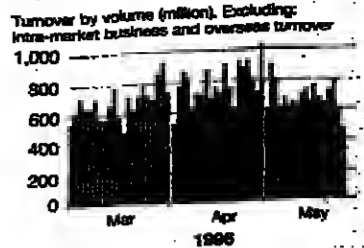


Table of equity shares traded by sector, including Pharmaceuticals, Banks, and Alcoholic Beverages, with columns for Volume and Change.

Broker boost for Gas

British Gas bucked the poor market trend and moved strongly ahead in heavy trading, as SBC Warburg turned positive on the stock.

240m to £270m. Analysts at the securities house cited the growth of new business in the fund management division. It set 1800p as a 'fair price' for the shares.

Shares in Royal Insurance Holdings eased 3 to 427p, while those in Sun Alliance gave up 7 to 404p. Analysts at SGST were cautious on the groups' merger plans in the short term.

United Utilities fell 15 to 680p, as the group reported full year figures yesterday. Analysts indicated profits were in line with expectations.

Further speculation as to its future. One analyst said it was being suggested that Richmond, owner of 70 per cent of the LVMH warning that cognac sales at Moët Hennessy, in which Guinness has a stake, were still in decline in some countries.

Building materials leader Redland tumbled 8 to 389p, following an annual meeting confirmation that the group has been struggling against bad weather during the opening part of this year. The news sparked broker profit downgrades.

FUTURES AND OPTIONS

Table of FT-SE 100 Index Futures (Liffe) and FT-SE Mid 250 Index Futures (Liffe) with columns for Open, Settle, Change, High, Low, and Volume.

Table of FT-SE 100 Index Options (Liffe) with columns for Call and Put prices for various strike prices.

Table of Euro Style FT-SE 100 Index Options (Liffe) with columns for Call and Put prices for various strike prices.

Steel slides

The recent strength of sterling against its European counterparts looked to have caught up with British Steel, pushing the stock to the bottom of the Footsie rankings.

European steel prices are linked to the German currency and worries about shrinking export prices and volume sparked a clear run on shares yesterday. The shares came off 4 1/2 to 173 1/2p and the downward pressure affected a whole raft of cyclical engineers.

Table of Financial Times Equity Indices for May 30, 1996, including Ordinary Shares, Dividend Yield, P/E Ratio, and Share Turnover.

Table of London Market Data including Total Rise, Total Falls, and Total Volume.

Selected property shares continued to find favour with Land Securities adding a penny to 63p and MEPC up 3 to 41p.

Some brokers have been talking about the sector's defensive qualities lately. Panmure Gordon expects signs of progress on net asset values and dividend streams when Great Portland Estates and British Land report annual results next month.

TRADING VOLUME

Table of Major Stocks Yesterday with columns for Stock Name, Volume, and Change.

Advertisement for ECU 3,000,000,000 Euro Medium Term Note and Euro Depositary Receipt Programme by Lavoro Bank Overseas N.V. and Banca Nazionale del Lavoro S.p.A.

Advertisement for YOKOHAMA ASIA LIMITED (Incorporated in Hong Kong) GUARANTEED FLOATING RATE NOTES DUE 1997.

Advertisement for KLEINWORT BENSON GROUP plc (formerly Kleinwort Benson Lonsdale plc) US\$100 million Primary Capital Undated Floating Rate Notes.

Table of FT-SE Actuarial Share Indices and The UK Series, showing various indices and their performance.

Advertisement for Bank of Tokyo (Curaçao) Holding N.V. U.S. \$100,000,000 GUARANTEED FLOATING RATE NOTES DUE 1997.

Advertisement for National Westminster Bank (Incorporated in England with limited liability) US\$ 500,000,000 Primary Capital FRNs (Series 'C').

Advertisement for BACK ISSUES OF THE FINANCIAL TIMES, available by post or personal collection.

Advertisement for Collateralised Floating Rate Bond Due 2023, issued by Citibank.

Table of FT-SE Actuarial 350 Industry baskets, showing various industry sectors and their performance.

Handwritten note in Arabic script: 'البيانات غير الرسمية' (Informal data).

WORLD STOCK MARKETS

EUROPE

Table of European stock market data including Austria, Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Luxembourg, Netherlands, Portugal, Spain, and Switzerland. Columns include stock names, prices, and changes.

Table of Japanese stock market data including various Japanese companies like Daiichi Kangaro, Daiichi Kangaro, Daiichi Kangaro, etc.

Table of South American stock market data including Argentina, Brazil, Chile, Colombia, Ecuador, Peru, and Venezuela.

Table of African stock market data including South Africa, Egypt, Kenya, Nigeria, and Zimbabwe.

Table of Asian stock market data including Australia, Hong Kong, India, Indonesia, Korea, Malaysia, New Zealand, Singapore, Taiwan, Thailand, and the Philippines.

Advertisement for Rockwell avionics featuring the text 'Every major world airline flies with Rockwell avionics' and the Rockwell logo.

INDICES

Table of global stock indices including Argentina, Australia, Austria, Belgium, Brazil, Canada, Denmark, France, Germany, Greece, Hong Kong, India, Indonesia, Italy, Japan, Korea, Luxembourg, Malaysia, Mexico, Netherlands, New Zealand, Norway, Portugal, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Taiwan, Thailand, and the Philippines.

US INDICES

Table of US stock indices including Dow Jones, S & P 500, NASDAQ, and various sector indices.

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INDEX FUTURES

Table of index futures data including CAC-40, DAX, and other European indices.

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Vertical text on the left margin including 'ound sses', 'Daishowa', 'lifts Sail', 'letway offer', 'nurske Bar', and other fragments.

Handwritten text at the top right: 'CJP 11/15/96'

NEW YORK STOCK EXCHANGE PRICES

Table of stock prices for various companies, including columns for stock name, price, and change. Includes companies like IBM, Microsoft, and various financial institutions.

Table of stock prices for various companies, including columns for stock name, price, and change. Includes companies like General Electric, Ford, and various pharmaceuticals.

Table of stock prices for various companies, including columns for stock name, price, and change. Includes companies like Johnson & Johnson, Merck, and various technology firms.

Table of stock prices for various companies, including columns for stock name, price, and change. Includes companies like Pfizer, Amgen, and various industrial firms.

Table of stock prices for various companies, including columns for stock name, price, and change. Includes companies like Bristol-Myers Squibb, Eli Lilly, and various consumer goods firms.

Table of stock prices for various companies, including columns for stock name, price, and change. Includes companies like Procter & Gamble, Unilever, and various international firms.

Advertisement for Hewlett-Packard featuring the text 'Time waits for no one.' and 'If the business decisions are yours, the computer system should be ours.' Includes the HP logo and website URL.

Handwritten text: '1520' written in a dark marker.

Continued on next page

NYSE PRICES

NASDAQ NATIONAL MARKET

Table of NYSE stock prices including columns for stock name, price, change, and volume. Includes sub-sections for NYSE, AMEX, and various market indices.

Table of NASDAQ National Market stock prices including columns for stock name, price, change, and volume. Includes sub-sections for various market indices and individual stock listings.

AMEX PRICES

Table of AMEX stock prices including columns for stock name, price, change, and volume. Includes sub-sections for various market indices and individual stock listings.

Table of AMEX stock prices including columns for stock name, price, change, and volume. Includes sub-sections for various market indices and individual stock listings.

Advertisement for 'Turkey' featuring the headline 'Have your FT hand delivered in Turkey.' and 'Gain the edge over your competitors by having the Financial Times delivered to your home or office every working day.' Includes contact information for the Financial Times.

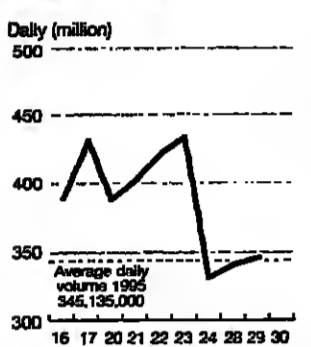
AMERICA

Dow sails in choppy waters on rate fears

Wall Street

US equities were mixed in mid-session trading as fears of higher interest rates led to volatile trading in the leading indices, while the Nasdaq composite posted gains, writes Lisa Branstetter in New York.

NYSE volume



bond market where investors worried about the possibility of inflationary pressures appearing. The yield on the benchmark 30-year Treasury, which had held below 7 per cent for almost two weeks, rose to 6.957 per cent in early trading.

Mexico off 1.3% in early trade

An early fall on Wall Street prompted a similar pattern in MEXICO CITY, where the IPC index was down 43.30 or 1.3 per cent at 3,236.16 by midday.

S Africa drifts lower

Equities generally drifted lower with most investors failing to be excited by the release of favourable first quarter GDP data. The industrial index lost 21 to 7,884, the gold index slipped 7 to 2,023, and the overall index eased 13 to 6,752.

EUROPE

Bourses slide further, but close off their worst

Bourses closed off their worst. PARIS recovered from a session low on expectations that today's first quarter GDP figures would confirm that the economy was growing and the CAC-40 index lost 8.66 to 2,108.44 in turnover of FF6.5bn.

London's FTSE 100 index fell 1.22 to 5,206.94 at midday, volume climbing from 41.16m shares to 50.53m, but gold and precious metals shares were running nearly a percentage point higher, and a rise of just 0.3 per cent in financial services cloaked the level of individual enthusiasm.

ASIA PACIFIC

Volume recedes again as Nikkei average loses ground

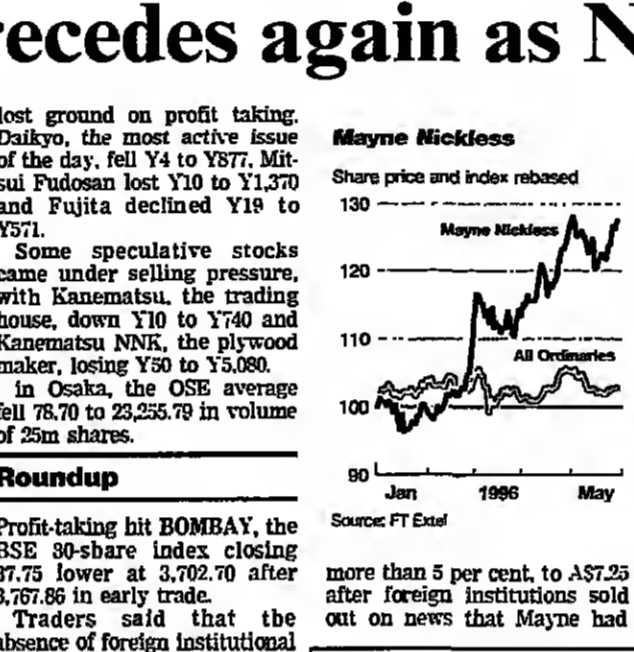
Investors were discouraged, rather than panicked by the overnight decline in US stocks and bonds, and volume fell as the Nikkei average lost ground, writes Emilio Terazono in Tokyo.

Table with columns for 'Hourly changes' and 'THE EUROPEAN SERIES' showing stock index movements for various European markets.

sixteen months on the upgrade, fell another DM32.50 to DM2,536. Ms Barbara Altman, at B Metzler in Frankfurt, said that there was a rumour that the insurer was going to make a DM4bn rights issue.

AMSTERDAM was excited by ING, but the general tone was disappointing as the AEX index slipped 1.92 to 565.00.

Mayne Nickless

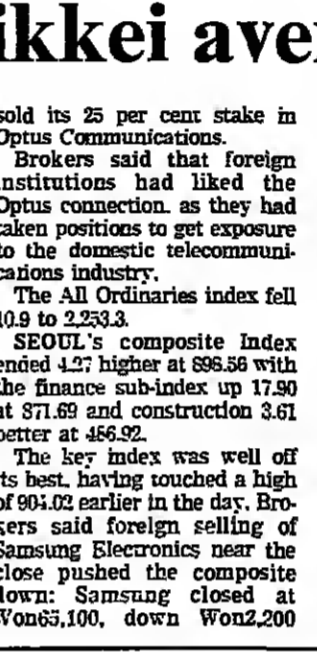


more than 5 per cent, to A\$7.25 after foreign institutions sold out on news that Mayne had

March, falling by about 9 per cent against a rising trend in the market as a whole. LISBON continued to push Portugal Telecom ahead of the second stage of its privatisation on June 11. The BVL index added 18.30 to 1,995.68 as PT rose Esc32 to Esc3,851, off an all-time high of Esc3,875.

STOCKHOLM lost nearly a percentage point, the Affarsvarlden General index coming down 19.0 to 1,957.6. Investor went ex its special Scania dividend and Astra A fell back further, SK3 to SK3,904, in a reaction to the general index.

Portugal Telecom



after an earlier rise to Won70.400. BANGKOK enjoyed institutional buying of blue chips like Siam Cement and Bangkok Bank as the SET index rose 9.71 to 1,311.91, in turnover of B\$5.5bn.

Table with columns for 'Hourly changes' and 'THE EUROPEAN SERIES' showing stock index movements for various European markets.

shares dropped Dkr32, or nearly 20 per cent to Dkr131, after an early low of Dkr110, and the KFX index fell 1.00 to 114.34 in turnover of Dkr379m.

WELLINGTON witnessed light trading as the NZSE-40 capital index added 3.92 to 2,048.01.

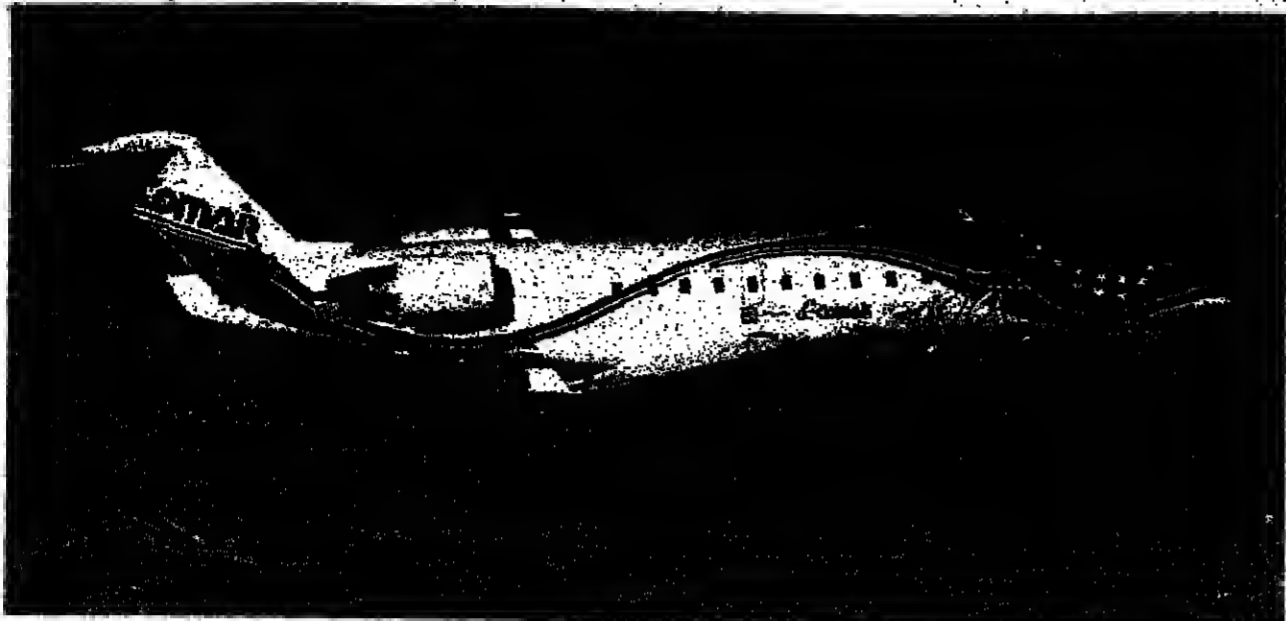
FT Conference

WORLD AEROSPACE AND AIR TRANSPORT 29 & 30 August 1996, London. INDUSTRY LEADERS WILL EXAMINE THESE KEY ISSUES: The emergence of aerospace industry 'giants' - how should Europe respond?

Table titled 'FT/S&P ACTUARIES WORLD STOCK INDICES' showing various stock indices and their performance metrics.

Advertisement for FT Conference World Aerospace and Air Transport, including speaker lists, contact information, and registration details.

NORTH AMERICAN AEROSPACE



The 100th Bombardier regional jet delivered to Canadaair



United Airlines' Boeing 747-400

Signs of recovery light up the sky

Aircraft manufacturers are doing well while airline profits have risen sharply. But Europe's Airbus remains a strong contender, writes Michael Skapinker

Last year, Boeing of the US, the world's biggest aircraft manufacturer, cut its staff numbers by 10,000 to 108,000. This year, it is taking on 8,000 new employees.

In 1994, Boeing suffered the indignity of selling fewer aircraft than Airbus Industrie, its European rival. It was the first time that Boeing had fallen to second place since the advent of the jet age.

Last year, Boeing won back the top slot, taking 346 orders to only 196 orders for Airbus. Europe's humiliation was compounded when McDonnell Douglas of the US outstripped

Airbus by taking 110 orders.

Mr Ron Woodard, president of Boeing's commercial aircraft group, said at the beginning of 1996: "I expect this year to be good. Our goal is to increase order volume in 1996 over 1995." He said Boeing wanted to increase its worldwide market share to 67 per cent from 60 per cent. In March, Boeing said it would increase production rates in 1997 of its 737, 757 and 747 models.

Not only are US aircraft manufacturers having a good run; airlines are doing better than they have for a long time. Airline profits rose sharply in the first quarter of this year, exceeding analysts' expectations.

Add to this the fact that whenever a regional aircraft manufacturer runs into difficulties - as Fokker of the Netherlands did earlier this year - the first company mentioned as a possible saviour is Bombardier of Canada, a highly-respected maker of small aircraft, which decided, in the end, not to acquire the Dutch group.

There are, nevertheless some shadows over the North American aircraft and aviation industry. While aircraft orders and deliveries are rising, they are still well below the levels of the late 1980s and early 1990s. Boeing's 346 orders last year compare with the 603 it won in 1989 and the 603 it collected in 1990.

Boeing's staff numbers are likely to rise to about 120,000 this year. But this is far lower than the 160,000 the group employed in the late 1980s before the recession and the Gulf War severely damaged the industry.

And while McDonnell Douglas moved into second place in the order table last year, many in the industry still doubt that it has a future as a manufacturer of civil aircraft.

Political tensions between the US and China have led to several setbacks in the efforts of US manufacturers to consolidate their position in the world's fastest-growing aviation market. In April, Mr Li Peng, China's prime minister, signed orders for \$1.5bn worth

of Airbus aircraft, rejecting bids by US manufacturers. The Chinese order of 30 Airbus A320s and three A330s virtually doubled the European consortium's share of the Chinese market.

Mr Li Peng compounded the damage when he indicated that China was likely to choose a European consortium as a partner for its new 100-seat jet project rather than Boeing. The European consortium, made up of Aerospatiale of France, British Aerospace and Alenia of Italy, looks set to provide the Chinese and other Asian partners with the technology to build a new regional jet for local markets.

The Chinese order for Airbus aircraft was in contrast to another sale last year, when strong lobbying by the White House ensured that US companies won a large contract from Saudi, the Saudi Arabian airline. The Saudis spent \$7.5bn buying 61 aircraft from Boeing and McDonnell Douglas.

Mr Michael Sears, the newly-appointed president of Douglas Aircraft, McDonnell Douglas' commercial aircraft unit, says that state of inter-governmental relations between the US and other countries has an inevitable effect on companies' ability to sell their goods.

"When international politics

comes down negatively against the US, even though we have the best product, we're not going to get the sale. If we don't have acceptable relations with those countries, it's going to be a problem for us and for Boeing," he says.

Airbus, which has over the past few years managed to win a third of world aircraft sales, is likely to pose an even stronger threat to Boeing and McDonnell Douglas in future years. It is likely to announce in the summer that it is to move towards being a fully-fledged company, abandoning its current status as a *Groupeement d'Interet Economique*.

As a GIE, Airbus makes no profits or losses in its own right. These all accumulate to the four companies which own it - Aerospatiale, Daimler-Benz Aerospace of Germany, British Aerospace and Casa of Spain. The four companies are also, under the existing system, entitled to receive contracts to manufacture aircraft components in proportion to the size of their stakes in Airbus.

As a company, Airbus would be able to award manufacturing costs to the most competitive company in a particular field, lowering its costs. This would enable it to offer lower prices when attempting to persuade airlines to buy its products rather than

those of the US manufacturers.

Airbus also wants to become more competitive in another area in which the US dominates: the manufacture of large aircraft. Boeing is the only company in the world which makes aircraft large enough to carry 400 passengers; Airbus has no aircraft capable of competing with the Boeing 747-400.

This has allowed Boeing to offer discounts on smaller aircraft, where it competes directly with Airbus, and charge full prices for Boeing 747s, where airlines have no choice. Boeing is also planning to build a "stretched" version of the 747 which will carry more than 500 passengers. Airbus has decided to

develop its own large aircraft to compete with Boeing. The provisionally-named A3XX will carry 550 people. Developing the large Airbus will, however, cost more than \$3bn, probably four times as much as Boeing will have to spend on expanding the 747-400. Some analysts doubt that the A3XX will ever be built.

It will certainly be difficult for Airbus to dislodge Boeing from its dominant position in large aircraft and there are many other areas in which US aerospace manufacturers remain extremely strong.

While Boeing might have lost some important Chinese business to the Europeans, the US company still has a far

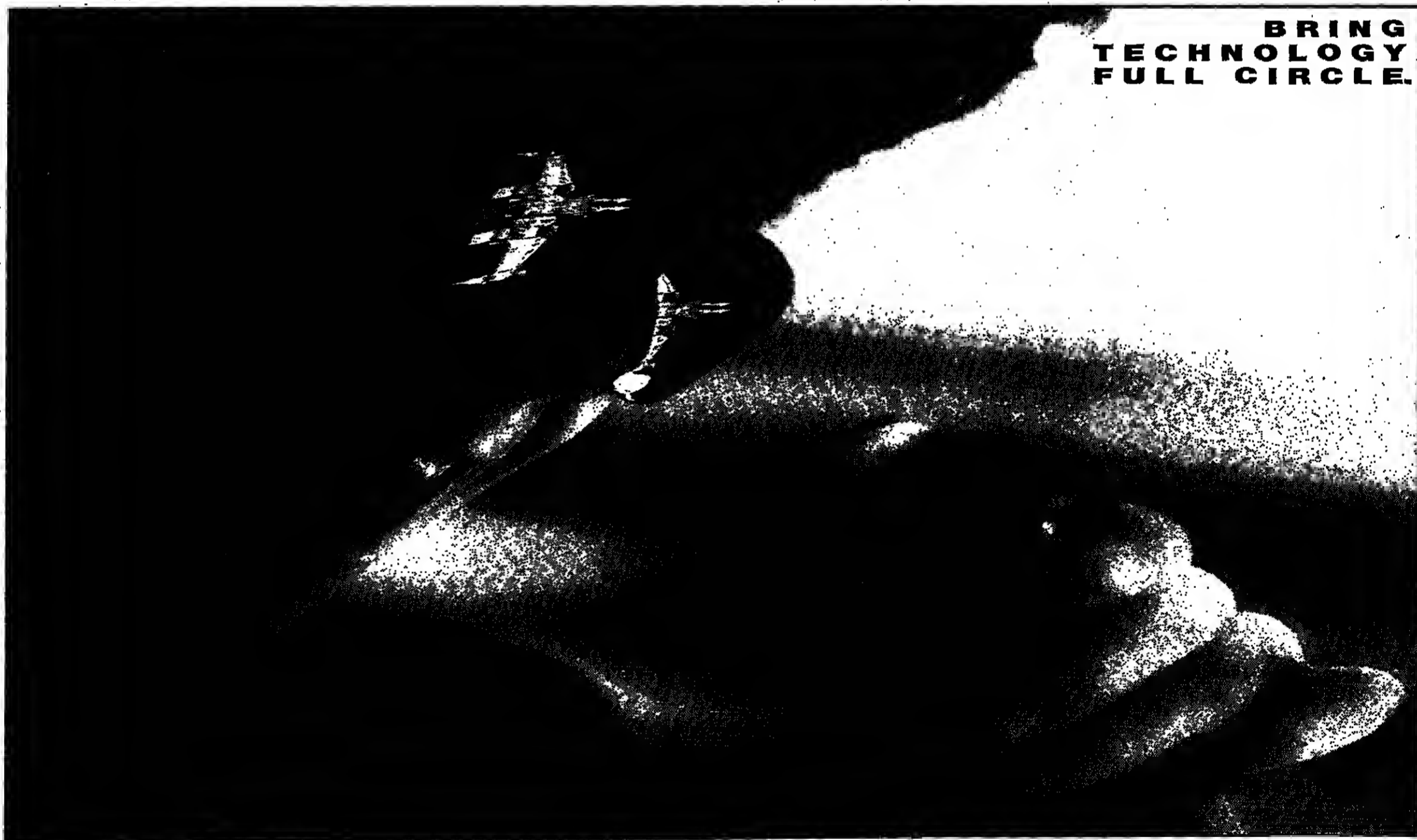
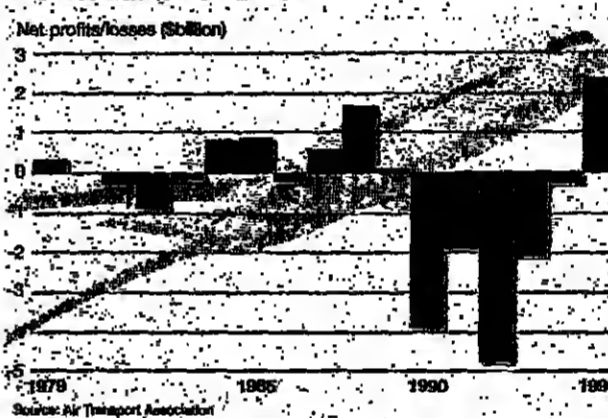
larger share of the market in China. Of the 400 commercial jets in service in China, about 300 are Boeings. As Mr Louis Gallois, chairman of Aerospatiale, said of the Airbus success in capturing this year's Chinese order: "It's a positive first step, but we're not jeopardising Boeing's position, which is very strong."

And however sceptical the aircraft industry is about McDonnell Douglas's future in the civil business, the group has shown that it is not going to give up without a fight. Mr Sears, the new head of the group's civil aircraft division, is one of McDonnell Douglas' most respected managers.

Mr Sears previously headed McDonnell Douglas's F/A-18 Hornet strike fighter programme, one of the most successful in the company's history. McDonnell Douglas is the world's biggest producer of military aircraft. Mr Sears said Mr Harry Stonecipher, McDonnell Douglas's chief executive, had told him to apply his defence industry skills to the manufacture of civil aircraft.

McDonnell Douglas and Boeing discussed a possible merger last year. An alliance between the two would have created a US defence and civil aerospace giant. Those talks failed, but some in the industry are convinced they have not heard the last of the idea.

US scheduled airlines



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II NORTH AMERICAN AEROSPACE

■ US airline industry: by Richard Tomkins in New York

Profits may go higher

Recently, airlines have been exceeding Wall Street expectations. Can this go on?

The US airline industry made more profits last year than at any time in its history. But can those profits last? That is the question the North American aerospace industry has to answer as it seeks to match manufacturing capacity with demand.

Since the US airline industry was deregulated in 1978, profitability has been notoriously elusive. After a short-lived boom at the end of the 1980s, the industry ran up \$13bn worth of losses in the early 1990s, only returning to profit last year after five straight years in the red.

Recently, however, the industry has appeared to be on a roll. Share prices have rocketed as, with each passing quarter, airlines have delivered results exceeding Wall Street's expectations. The Air Transport Association, a US industry body, estimates that US airline industry profits will this year soar past last year's record-breaking \$2.4bn to reach \$3bn.

Part of the reason for the profits boom is the recent buoyancy of the US economy; more economic activity means more travel. But paradoxically, passenger numbers have not risen that much. According to the Air Transport Association, the number of enplanements rose by less than 4 per cent last year, from 529m to 548m.

Nevertheless, the passenger numbers disguise a more important trend. When

demand was weak, US airlines filled empty seats by attracting passengers with low fares. Now demand has strengthened, they have been able to replace many of those passengers flying at give-away prices with passengers paying full fare.

Airlines have also been benefiting from their recent efforts to cut costs - particularly wages, which represent 34 per cent of total operating costs. United Airlines has reached an agreement under which all employees except the flight attendants have exchanged pay concessions for shares in the company. Delta Air Lines, in contrast, has saved money by cutting thousands of jobs.

Aside from cutting labour costs, airlines have profited from their decision to cut capacity by eliminating loss-making services. Continental Airlines brought relief to the industry by abandoning its financially disastrous low-cost operation, dubbed CALite. In turn, USAir and other airlines were able to ease back on their competitive response, reducing the number of services offering deeply discounted fares.

With fewer aircraft flying on many routes, and people paying higher fares to fill the remaining seats, it is little wonder that airline profits have been rising. But not everything has been going the industry's way: fuel costs have risen sharply, and last October US airlines lost their exemption from a transportation tax costing 4.3 cents per gallon of fuel.

In addition, some of the industry's recent profits could be described as a windfall. Thanks to the budget impasse

in Washington, an excise tax of 10 per cent on airline tickets expired at the end of last year, and was not renewed. Some airlines passed on the savings to passengers, so attracting more traffic, while others pocketed the money for themselves. Either way, they enjoyed a profits bonanza - but one that may last only until the tax issue is resolved.

Meanwhile, the biggest threat to the large carriers remains the continued expansion of low-cost airlines such as Southwest Airlines and ValuJet. According to the US Department of Transportation, these carriers now compete on more than a third of domestic routes in the US; and although the recent crash of a ValuJet DC9 in Florida may produce a hiccup in their growth, it seems unlikely to be either large or long-lasting.

At least one noted Wall Street analyst - Mr Julius Malduis at Salomon Brothers - believes the US airline industry may be moving into a new golden age of profitability comparable with the one heralded by the introduction of jet aircraft in the late 1950s, which greatly increased productivity. On-line systems such as the Internet, Mr Malduis says, will not only allow airlines to cut distribution costs by bypassing travel agents, but will also bring big revenue increases by allowing airlines to conduct auctions for unsold seats.

Yet the history of airline profitability suggests that the industry is inherently cyclical. According to Mr Larry Crawford, president and chief executive of Avitas, an aviation consulting company in Reston, Virginia, this explains why US

carriers remain cautious about ordering new aircraft.

"The airlines got stung badly at the end of the last boom. The leasing companies ordered so many aircraft that as a result those for the airlines were delivered four years late," says Mr Crawford.

"That's a very risky way to buy because you don't know what the market's going to be like. It's an old saw that airlines order airplanes in the good times and take delivery in the bad times; that is because the order period is near the end of the boom period."

Airlines are concerned about the manufacturers' ability to produce aircraft in the required numbers over the next few years after recent cuts in capacity by Boeing and McDonnell Douglas. They are tentatively placing orders, says Mr Crawford, but they are reluctant to do more until manufacturers increase capacity instead of trying to string deliveries out.

Meanwhile, another factor in the equation is the desire among several US carriers to hushkit older aircraft and get another 10 to 15 years' life out of them. These aircraft may not be as efficient as new ones, and maintenance costs may be higher, but they are probably written down to zero in the books and do not carry the high capital costs associated with new aircraft.

"This does not relieve airlines of the need to renew their fleets eventually," says Mr Crawford. "But they are hedging their bets. They will hushkit these older aircraft, and then they will begin to place orders. They are feeling for the next recession."

■ Regional aviation: by Bernard Simon in Toronto

Jet orders expected to soar

Faster and quieter than turbo-props, jets may soon form a bigger part of most airline fleets

Embraer, the Brazilian aircraft maker, cannily organised the US marketing tour of its new 50-seat commuter jet to coincide with last month's annual convention of the Regional Airline Association in Orlando, Florida.

Jets currently make up only about 3 per cent of North American regional airlines' fleet. But their share is expected to grow markedly. While the market for turbo-props is in the doldrums, regional jet manufacturers are gearing up for a spate of orders.

Mr Noel Petrie, senior research analyst at Avitas Aviation, a Virginia-based consultancy, confirms that "a lot of the airlines want to go to a jet". As a result, he says, the market in used turbo-props "is heading for over-supply".

The days of propeller-driven aircraft on short, lightly travelled routes are by no means over. Turbo-prop manufacturers still offer a far wider variety of products - from 10 to 80 seats, with almost every size in between - to meet carriers' specific needs.

According to Avitas, North American airlines had placed orders for 205 turbo-props and had options on another 451 aircraft in February 1996. The Jetstream 41 led the way with 133 orders and options, followed by Sweden's Saab 2000 (112) and the Embraer 120 (103).



The new Embraer 50-seat regional jetliner

Mr Walter Coleman, the RAA's president, says that economics remains the main deciding factor in choosing a aeroplane. However, a combination of passenger preference and aircraft performance are persuading many carriers to take a close look at a new generation of regional jets.

Jets were given a perverse boost by the October 1994 crash of an ATR-72 turbo-prop aircraft near Roselawn, Indiana. The crash, which killed 68 people, appears to have had a more lasting impact than most other aviation tragedies.

Passengers shied away from airlines using turbo-prop equipment in the first half of 1995. All ATR models, which account for about one in seven seats on North American regional carriers, were shut out from most of the northern US and Canada for several months while they were fitted with new anti-icing systems.

The safety concerns have receded. But aircraft makers remain well aware that, given a choice, most passengers still prefer the smoother, quieter ride of a jet.

For example, Bombardier, the Canadian aircraft maker, claims that a new noise and vibration suppression system for its de Havilland Dash 8 turbo-prop makes the cabin so quiet "that passengers might easily mistake it for... a jailer."

Regional airlines are also discovering - as their prede-

Given a choice, most passengers still prefer a quieter ride

decessors did in the 1960s - that jets can broaden their horizons. While the turbo-prop range is typically limited to about 500-600 km, the new generation of regional jets can comfortably fly routes of more than 1,000 km.

Cincinnati-based ComAir, a Delta Airlines affiliate, has built up a fleet of 32 of Bombardier's 50-seat Canadair Regional Jets (CRJ), which it has used to launch a new route between Cincinnati and Tulsa, Oklahoma - which are beyond the range of its turbo-prop fleet.

The jets now serve about two-thirds of ComAir's destinations and carry some 35 per cent of its passengers.

Air Canada has used its fleet of 21 CRJs to take advantage of last year's "open skies" air traffic agreement between the US and Canada. The Canadian carrier has opened up several dozen new cross-border services, such as Toronto-Minneapolis and Ottawa-Chicago.

Bombardier has so far had the regional jet market to

itself. It hopes to launch a 70-74 seat stretched version of the CRJ, known as the CRJX, later this year. However, Bombardier's North American sales have largely been confined to three customers - ComAir, Air Canada and Salt Lake City-based SkyWest. Mr Tom Appleton, executive vice-president at Bombardier's regional aircraft division in Toronto, says that "we'd like to have broader penetration".

Orders from a number of other feeder airlines appear to have been delayed by disputes with pilots working for their main-line affiliates. The pilots want to keep the extra jobs for themselves.

The CRJ now faces competition from the new Embraer 145. The Brazilian aircraft's main attraction is likely to be price. According to Richardson Greenfields, a Toronto securities firm, an Embraer 145 sells for about US\$14m, compared to US\$18m for a CRJ.

Mr Jon Reider, a Richardson Greenfields analyst, predicts that the Embraer's main niche will be to replace turbo-props on short routes.

Bombardier says that its aeroplane is faster and can fly further. The CRJ also has a wider fuselage, allowing passengers to sit four abreast, against three in the Embraer.

However, if the two manufacturers are correct in their assessments of demand, the market may be big enough for both to prosper.

■ Commercial aircraft: by Christopher Parkes in Los Angeles

Years of plenty ahead

New aircraft worth more than \$1,000bn are expected to be sold in the next 20 years

There is a single, grand assumption in the US commercial passenger jet industry which overrides all the tactical manoeuvres of the two domestic rivals, Boeing and McDonnell Douglas. It is the conviction that the next 20 years will generate sales to airlines of new aircraft worth more than \$1,000bn at current prices.

The principal influences, which in turn override cyclical economic influences and variables such as fuel price fluctuations, include a growing appetite, in particular for wide-bodied aircraft, in Asia/Pacific markets, and high volume demand in North America, with more of a focus on shorter-range jets for domestic hub-and-spoke flights.

A more balanced mix will be called for in Europe, according to McDonnell Douglas estimates, which will generate demand for some 3,000-plus aircraft, valued at about \$20bn.

While North American buyers will take delivery of almost 5,000 new aircraft over the 20-year forecast period, size requirements peculiar to this air-commuter market mean their share of total spending will be around \$29bn. Deliveries to Asian buyers of about 4,000, mainly wide-bodied aircraft, will be worth far more than \$40bn.

Well-established rapid economic development is the main driver in this region, which now boasts more than 85 passenger airlines. Fast-growing traffic on both internal and intercontinental flights is expected to lead to an increase of more than 45 per cent in the number of annual departures.

This compares with about 25 per cent in Europe, which is relatively well-served with road and rail links, and a figure approaching 3 per cent in the more mature US market.

By any measure, Boeing, which claimed a 70 per cent

share of new passenger jet orders last year - leaving Europe's Airbus with just short of 15 per cent and McDonnell Douglas labouring with almost 10 per cent - seems set to continue as the greatest beneficiary of the expansive trend.

The influence of the Seattle, Washington-based group, which has historically averaged a 60 per cent stake in the market, and the emergence of Airbus have driven Douglas's share down from more than 20 per cent in the past five years.

Efforts are currently under way to revive Douglas, led by Mr Michael Sears, its president and formerly a senior executive in the group's successful military aircraft unit, who replaced the 62-year-old Mr Robert Hood in April. Renowned as a cost-cutter, and

The new hirings are a sure indicator of management confidence

facing a reported 5 per cent cost disadvantage in relation to Boeing, he has started reviewing the division's outgoings.

He has also seconded one of his senior lieutenants, effectively full-time, to review ways of enabling the marque to compete in the long-range passenger jet market. Discussions with airline customers and the company's engineers are expected to result in a board review of a series of options in the early summer.

Projects include possible variations on the 300-passenger MD-11, either to stretch it to accommodate 25 per cent more passengers or to adapt it for longer-range excursions. Douglas is understood last year to have come close to suspending production of this flagship aircraft when it sold only six - half its planned production rate.

Meanwhile, Boeing appears both to be over the worst of the cuts - it recently started hiring

new workers after more than five years of payroll contraction - and to be extending its influence in the key Asia-Pacific market.

Overseas orders accounted for almost 50 per cent of all bookings last year, with improving demand showing through for its newest and smallest jetliner, the 737, and the 777, still popular in Asia.

While there is probably an element of one-upmanship in the steady dribble of improving news out of Seattle, the new hirings are a sure indicator of management confidence that markets are moving again. Production rates, down from the 1991 peak of 38 aircraft a month to 20 late last year, are expected to exceed 25 units by mid-1997.

The improvement is not as great as might first appear, since a good part of the increase is due to efforts to catch up with a backlog which built up late last year because of a 10-week machinists' strike which caused Boeing to miss its target for 1995 deliveries by 29 aircraft.

And while that dispute is now settled, there are reasons to fear that it may have lessened Boeing's ability to maintain its crucial cost advantage over its weaker rival. One of the key causes of the stoppage was the group's strategy of outsourcing supply of components and fuselage parts from cheaper suppliers.

Tentative attempts to find another route to economies - through talks about possible links or even merger with McDonnell Douglas - proved unsuccessful earlier this year.

Now, as Mr Sears strives to close the costs gap and come up at least with a stop-gap variant of the MD-11 more appropriate to the most promising markets, he may find some comfort in the recent \$18bn Pentagon deal which assures the future of the McDonnell Douglas C-17 transporter aircraft.

Reinforcement of profits at the group's successful military wing will provide an essential lift until he finds a way of keeping Douglas aloft under its own power.

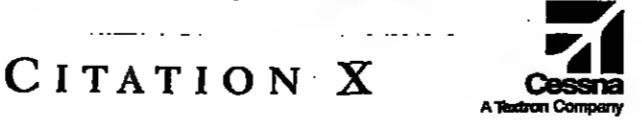


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CONTRACTS & TENDERS

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The Volta River Authority (VRA) invites applications for Pre-qualification of reputable and experienced multinational oil companies for supply and delivery of (1) Light crude oil to Single Point Mooring (SPM) unloading facility; and (2) Lubricants and other hydrocarbon products. Only Companies/Firms that are pre-qualified will be allowed to bid for the Supply of the Fuel and associated products.

Global Tender for Import of 1,300,000 Metric Tonnes Steaming Coal Per Annum for Krishnapatnam "B" Coal-Fired Thermal Power Station

BBI Power Inc. is soliciting proposals for import of 1,300,000 metric tonnes steaming coal per annum for its planned 500MW coal-fired thermal power station to be constructed at a greenfield coastal site, Krishnapatnam, State of Andhra Pradesh, India.

Companies interested in participating in this tender and wishing to receive the bidding documents should submit their request together with payment of US \$500 (Five Hundred United States Dollars) in the form of a bankers draft made payable to "BBI Power Inc." on or later than 21st of June 1996.

BUSINESSES FOR SALE

GREEK PETROCHEMICALS S.A. (UNDER LIQUIDATION)

The Liquidators of the company "Greek Petrochemicals S.A." (GPSA) which has been under liquidation by the law 2146/20 after the decision of the 20.3.1995 General Assembly of the Shareholders, having its statutory address Marousi Attika, Kifissos Avenue 18, PO 15122, 11611, 401 0815253 - fax: 391 69433271

CONTRACTS & TENDERS

TENDER NOTICE

SWITCH RELATED NETWORK OPERATIONS AND MANAGEMENT SYSTEM

The Hungarian Telecommunications Co. Ltd. (HTC) now invites sealed bids for the realisation of the Switch Related Network Operations and Management System (SNOMS) in Hungary, scheduled to be implemented in 1996 through 1997.

The scope of Bids is the supply of the SNOMS with the following content:

- 1. Design, manufacture, supply, delivery, installation and commissioning of the equipment and systems (hardware and software), and the provision of all incidental services necessary for the implementation of the SNOMS according to the Technical Specifications.
The SNOMS shall cover the switch related part of HTC's whole telecommunications network by the following associated elements:
- Element Managers (EMs) for the existing exchanges,
- Data Communication Network (DCN) via HTC's existing transport network,
- Switch Alarm Monitoring and Analysis Centre (SAMAC) and its parts,
- Network Traffic Management Centre (NTMC),
- Common Channel Signalling Management (CCSM), and the
- Operation Information Centre (OIC).
The SNOMS shall also include the interfaces to the Transport Network Management Centre, to be implemented in the frame of a separate project.
2. Beyond the SNOMS, Bidders may also submit Preliminary Technical Information for the Transmission Related Network Operations and Management System i.e. the Transport Network Management Centre (TNMC) and the associated other elements, based on Clause 14, 15, 16 and 17 of Volume 2 (Technical Specifications) of the SNOMS Tender Documents, as the first stage of a two-step tendering procedure.
Partly on the basis of the said Preliminary Technical Information HTC will issue a separate tender for the TNMC at a later date.

Interested companies and consortia, who have the capability to complete this project may inspect the Tender Documents and may purchase them at the following address:

INTELRAD CO. LTD.
Mr. Tamás Vincze, Sales Executive
H-1027 Budapest, Medve utca 25-29., Hungary
Tel.: (36-1) 202-6893
Fax: (36-1) 201-0008 or 201-0017

upon payment of a non-refundable fee of USD 400 (domestic companies shall pay HUF 60,000). Remittances shall be made to the account #10800007-429490008 kept by Intelrad Co. Ltd. with Citibank Budapest. The following reference shall be made:

Tender No.: IT-217/VT

The Tender Documents will be available upon presentation of the receipt of the effected remittance. Bidder may ask for mailing the Tender Documents to his address, if he sends the above receipt to Intelrad and undertakes to pay the mailing costs.

Bids shall be delivered to the above address not later than 10.00 a.m. on 6th August, 1996. All Bids shall be accompanied by a Bid security of not less than 200,000 USD or its equivalent in any freely convertible currency.

Only those Bidders will proceed to the evaluation of their bids who meet the postqualification criteria which is stipulated in the Tender Documents.

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SHOP, 59 sq.m. P.zza di Trevi 83
ground floor, occupied - Lit. 590 million
WAREHOUSE, 8 sq.m. P.zza di Trevi 86
int.2, ground floor, occupied - Lit. 48 million
OFFICE, 432 sq.m. P.zza di Trevi 8
int. 8 bldg, occupied - Lit. 4 billion 51 million
SHOP, 429 sq.m. P.zza di Trevi 84/88
ground floor, basement, occupied
Lit. 2 billion 171 million
SHOP, 61 sq.m. Via del Lavatore 54
ground floor, basement, occupied
Lit. 400 million
SHOP, 44 sq.m. Via del Lavatore 55
ground floor, basement, occupied
Lit. 280 million
WAREHOUSE, 109 sq.m. Vicolo dello Scavallo 63, ground floor, occupied
Lit. 436 million
ARENULA
SHOP, 83 sq.m. Via del Falgoutani 14
ground floor, basement, occupied
Lit. 245 million
SHOP, 146 sq.m. Via del Falgoutani 16
ground floor, basement, occupied
Lit. 584 million
WAREHOUSE, 81 sq.m. Vicolo dei Falgoutani 31/31A, ground floor, intermediate floor, occupied - Lit. 147 million
SHOP, 47 sq.m. Vicolo della Torre 5
ground floor, occupied - Lit. 147 million
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occupied - Lit. 81 million
SHOP, 176 sq.m. Via S. Maria del Pianto 9A
ground floor, basement, occupied
Lit. 607 million
NAVONA
SHOP, 190 sq.m. P.zza di Pasquino 72
ground floor, basement, occupied
Lit. 773 million
SHOP-WAREHOUSE, 63-28 sq.m. Via del Governo Vecchio 104/105, ground floor, basement, occupied - Lit. 310 million
SHOP, 221 sq.m. Via dei Coronari 156
P.zza S. Salvatore in Lauro 7, ground floor
intermediate floor, basement, occupied
Lit. 950 million
SHOP, 75 sq.m. Via dei Coronari 233
ground floor, basement, occupied
Lit. 354 million
GARAGE Nos. 19-20-21, 61 sq.m.
Via Paolo 9, ground floor, occupied
Lit. 488 million
GARAGE No. 22, 24 sq.m. Via Paolo 9
ground floor, occupied - Lit. 192 million
GARAGE No. 24, 21 sq.m. Via Paolo 9
ground floor, occupied - Lit. 168 million
GARAGE No. 25, 21 sq.m. Via Paolo 9
ground floor, presently used as warehouse
occupied - Lit. 168 million
GARAGE No. 26, 20 sq.m. Via Paolo 9
ground floor, occupied - Lit. 160 million
FORI IMPERIALI
HOTEL, 578 sq.m. + 40 terraces,
L.g.o. C. Ricci 32/33, occupied
Lit. 2 billion 677 million
HOTEL, 687 sq.m. + 108 terraces,
L.g.o. C. Ricci 35/34/37, occupied
Lit. 4 billion 618 million
SHOP, 36 sq.m. L.g.o. C. Ricci 29
ground floor, occupied - Lit. 216 million
SHOP, 107 sq.m. L.g.o. C. Ricci 30, ground
floor, basement, occupied, Lit. 354 million
SHOP, 692 sq.m. L.g.o. C. Ricci 40/42/43
ground floor, lower ground floor basement
occupied - Lit. 2 billion 814 million
MAZZINI
SHOP, 75 sq.m. Via G. Mazzini 75
ground floor, occupied - Lit. 412 million
SHOP, 127 sq.m. Via G. Mazzini 77/79
ground and intermediate floor
occupied - Lit. 720 million
SHOP, 22 sq.m. Via G. Mazzini 83
ground floor, occupied - Lit. 119 million
SHOP, 41 sq.m. Via A. Brofferio 35
ground and intermediate floor, basement
occupied - Lit. 147 million

The above mentioned property will be sold by public auction at 10.00 a.m. on 2nd July 1996 at the office of Risorse per Roma RPR spa, Via Ulisse Aldrovandi 16 - 00197 Rome, Italy. Offers must be sent in sealed envelopes to the above address by 1.00 p.m. on 1st July 1996. The notice of the call for bids and further information can be obtained from the RPR office or from the following number: +39/6/36002901. Rome, 31st May 1996 The Chairman Risorse per Roma - RPR spa Aldo Palmeri

LEGAL NOTICES

In the High Court of Justice No 002678 of 1996 Chancery Division Companies Court IN THE MATTER OF AMEY PLC and IN THE MATTER OF THE COMPANIES ACT 1985 NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 15 May 1996 confirming the cancellation of the share premium account of the above-mentioned Company was registered by the Registrar of Companies on 24th May 1996. DATED this 31st day of May 1996 ASHURST MORRIS CRISP Broadwalk House 5 Appold Street London EC2A 3HA Ref: DHB Solicitors to the Company

In the High Court of Justice No 002168 of 1996 Chancery Division Companies Court IN THE MATTER OF RPS GROUP PLC and IN THE MATTER OF THE COMPANIES ACT 1985 NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 15 May 1995 confirming the cancellation of the above named company's share premium account was registered by the Registrar of Companies on 23 May 1996. Dated this 28th day of May 1996 Nabarro Nathanson 50 Stratton Street London W1X 6NX Tel: 0171 493 9933 Ref: FA/AOC/RB/29/94 Solicitors for the Petitioning Company



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COMMENT & ANALYSIS



Philip Stephens

The waiting game

John Major will try to delay the general election as long as possible in the hope that something will turn up

Ask the big hitters in John Major's cabinet about the timing of the general election and they will tell you to relax. Forget all that headline hype about a beef election. The present parliament will run until April or May of next year. Therein, they confide, lies their last hope. But then press them as to whether this administration really can cling to power for that long. Remind them of the brutal self-destruction of James Callaghan's Labour administration in its last winter of 1978. Brows furrow, fingers are crossed. Who knows? Choosing the date of the election has long been seen as one of the most important prerogatives of prime ministerial office, as precious as a 10-metre headstart in a 100-metre sprint. Nothing so rational as fixed-term parliaments for the idiosyncratic Brits. This time, though, it is different. In theory, Mr Major has 40-odd Thursdays to choose from between now and next spring. But he also has a parliamentary majority of just one. The spectre of death and defection hovers at his shoulder. If he dithers or delays, the choice might be wrenched from his grasp. While he agonises, we must speculate. We can cross off a few of those Thursdays. The folly of the so-called beef war has already begun to dawn on the generals in Whitehall. Michael Heseltine was wrong and then right. The first to advocate retaliation against the Europeans' refusal to eat British beef, the deputy prime minister was also the first to realise the strategy would not work. But by then it was too late. The guns were primed. Now Mr Major has been left behind by his army. Nothing that the rest of Europe can offer by way of lifting the ban on beef exports will satisfy the Tory infantry. He must choose between the humiliation of an early retreat or a prolonged, bitter stalemate. We have been here before. The last time a prime minister tried to fight an election in

the issue of who governs Britain was in 1974 when Edward Heath asked the voters to decide between his administration and striking miners. This was a real war. Lights were turned out, factories closed and the voters obliged to brush their teeth in the dark. At the end of it, Mr Heath was turned out of office. So, yes, we can be assured that Mr Major will not raise the Union flag and rush to certain defeat in a July poll. On the face of it, the case for next spring is as compelling as that against this summer. It begins and ends with the economy. A sluggish start to the year means that Kenneth Clarke will not meet his Budget forecast of a 3 per cent rise in output during 1996. But for all the uncertainty about the stock overhang which has dogged manufacturing industry, few doubt the recovery is regaining pace. Next month, the Whitehall statisticians will revise upwards by a quarter of a percentage point their initial estimate of growth last year. A few weeks later, the Treasury will forecast with justified confidence that the economy should indeed expand at an annual rate of 3 per cent in the second half of this year and through 1997. The Bank of England, of course, will attempt to spoil the fun by pressing for higher interest rates. But the voters

will have money in their pockets. Real, or inflation-adjusted, take-home pay is rising by about 3 per cent a year. The housing market, or most of it, is gently rebounding. Consumer confidence, at its highest since 1992, will receive a further boost from a series of one-off payouts by building societies and electricity companies. For those at Westminster, Mr Heseltine among them, who consider that governments win and lose elections on the basis of what has happened to real disposable income in the previous 12 months, the longer Mr Major waits the better. Mr Clarke also wants to play it long. He has told us not to expect an extravagant giveaway in his November Budget. The chancellor does not think that the country would take kindly to being bribed with borrowed money. But there will be some tax cuts. And budgets allow governments to define the choices for the future. In Mr Clarke's view, the voters are as concerned about what they can expect in the next parliament as they are with what has happened in the last. A budget would oblige Tony Blair's Labour party to decide between lower taxes and higher spending. Not easy. In his stumbling performance over the beef crisis, Mr Blair has shown us how quickly his party's self-confidence can buckle under pressure. There is, though, a much simpler reason for hanging on. For all its superficial attraction, the parallel with the last Labour administration is false. When Mr Callaghan decided against an autumn election in 1978, there was nothing between the two main parties in the opinion polls. He thought that in staying on he might just establish a lead. Mr Major is 20 points behind. As one of his advisers remarked with disarming honesty this week, it is not easy for a prime minister to go early to the country if he knows he will lose. Much bet-

ter to delay in the hope something will turn up. We are left with two arguments for an autumn poll. The first says that by seizing the initiative, the prime minister would reduce the risk of losing his majority at Westminster and of facing an election at a time of Mr Blair's choosing. It is said that Baroness Thatcher is persuaded of this case. But since she has recently been heard describing the Mexico-domiciled financier Sir James Goldsmith as the best leader the Conservatives never had, her views must be treated with, let us say, a certain scepticism if not suspicion. As it happens, governments have lost confidence votes only three times this century, twice in 1924 and once, under Mr Callaghan, in 1979. The second rationale is yet more dangerous for the Conservatives. It supposes that the beef war is still raging in the autumn and that, by then, Mr Major has dug himself in so deeply that retreat is impossible. The Europhobes are on the rampage, demanding that the prime minister rule out once and for all British participation in a single European currency. Mr Clarke's position in the cabinet looks increasingly tenuous. Threats of defections from the pro-Europeans are set to become a reality. Uster's unionists prepare to abandon the sinking ship. An election is the only escape route. So there we have the scenarios which will be tested in 10 Downing Street during coming weeks and months. And what will Mr Major decide? That's the easy bit. He will decide to wait. If it must be the autumn, November is the most likely date. The Budget could be brought forward. More important, the prime minister will want to defer a final decision until mid-October. If by then he still has a majority, Mr Major will seek to soldier on. If not, he will fight and lose. Either way, events will shape this government's future. Plus ça change.

For all its superficial attraction, the parallel with the decision on poll timing which faced the Callaghan government is false

LETTERS TO THE EDITOR

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Bad example shows UK to be shooting itself in the foot

From Sir William Nicoll. Sir, Whether or not the UK's policy of non-cooperation in the European Union works, we will meantime be shooting at our feet. First, while professing to uphold the law, we are breaching Article 5, second para, of the EEC Treaty. It enjoins upon the member states "to abstain from any measure which could jeopardise the attainment of the objectives of this Treaty". Since we acknowledge openly that such is our aim, we do not go to court over the beef ban in clean shoes. Second, we are already quixotically voting against measures of which we approve - or even demand, such as anti-fraud action. The list includes some proposals on which we negotiated before we withdrew co-operation. Resisting from a negotiated compromise is just about the worst known form of member state behaviour. We would wax indignant (and some of us would say "typical") if others had the perfidy to perpetrate it. Third, we are busily negotiating the common foreign and security policy which is an intergovernmental part of the treaty we like. This is a gift to the majority of member states which, in the intergovernmental conference, are advocating majority voting to improve foreign policy decision-making in real time. Our counter-argument has been that the unanimity requirement has not stopped the Union from taking its foreign policy decisions. We are now set to prove the contrary. Fourth, still in the field of the common foreign and security policy, we shall prevent the Union from adopting common positions or taking joint actions where we actually want them. We may then find ourselves actively advocating and supporting exactly the measures when they arise elsewhere, for example in Nato or in the UN. Equally, in default of the



about to open its annual budgetary procedure. It divides between spenders and savers. The spenders can take our 10 votes for free to compose blocking minorities that put pressure on the other savers to give more. I saw this happen time and again for 12 years. We are now institutionalising it. Eighth, we will be of no use or interest to the third countries which look to us to help them in Union discussions, for example on aid and new trade opportunities. This contrasts with our stance as the closest insider friends of the new democracies in eastern Europe. Having let them down for our own reasons, we will find it hard going to restore a worthwhile relationship with them. (We will also be giving them a textbook lesson in the power of the veto which they will hold over the Union when they join it.) Ninth, we will find that, like all deterrents, the threat to disrupt the Florence meeting of the European Council on June 21-22 by reiterating "reverens o nos bovis" does not work if it has to be used. We cannot stop the others from discussing what they want to discuss and adopting conclusions acceptable to 14 of them. We have been there before: we dissented from the conclusions of the meeting of the European Council in Rome on October 27-28 1990, without having the slightest effect on the agenda for economic and monetary union which it established. In times like these, Jean Monnet, architect of the European Community, is worth listening to: "There can be no Community except among nations which commit themselves to it with no limit in time and no looking back." William Nicoll, director-general, Council of the EC 1982-91, Oufback, Nactington Road, Canterbury, Kent, UK

Benefits of indulgence

From Dr Manfred Kormer. Sir, Reading your excellent editorial "A pinch of salt" (May 21), I was reminded of a recent scientific round table in Wiesbaden. There, Prof David Warburton, who is psychopharmacologist at Reading University and head of an international study group, ARISE (Associates for the Research into the Science of Enjoyment), lectured on the merits of moderate indulgence. His hypothesis was that coffee, tea, sweets or tobacco, taken in moderation, help to cope with stress at the workplace. Thus, the immune system is strengthened so it can keep away diseases more effectively. According to Warburton, the conventional prevention wisdom and its simplistic "do not" approach needs a revision. It should be stripped of its moralistic rigour because this creates unnecessary feelings of guilt and makes people really sick. To my mind it's worth thinking about this hypothesis and, meanwhile, joyfully indulge not only in a pinch of salt. Manfred Kormer, Gazeleekamp 40, D-22529 Hamburg, Germany

Case for Emu

From Mr Christopher Harvey. Sir, Mr Roland Soward's letter (May 28) sums it all up nicely. My own statistics are BFR5 to the pound in November 1974 and about BFR47 today. If this is the result of the UK government's (of whatever hue) control over economic policy, then roll on Emu or the much-feared German economic policy which the Eurosceptics frighten their children at bedtime as the modern-day equivalent of Bonaparte. I refuse to believe the results could be worse. Christopher Harvey, 58 Rue de la Neuville, B-1348 Louvain-La-Neuve, France

Collateral loans could aid debt relief problem in Africa

From Mr Seppo Sipila. Sir, I read with interest your supplement on African finance and banking (May 20). In this context, a proposal we put forward in Zambia a couple of years ago to those concerned with debt relief and investments hopefully deserves attention. A debt may be forgiven but it encourages economic mismanagement over and over again. Debt to equity or debt to environment have been popular alternatives. Yet one more could be debt for collateral. Simply, the concept involves a state guarantee for a loan to

a local enterprise. The government, perhaps the central bank, agrees to provide collateral to the foreign lender against repayment default by the client, say an industrial enterprise in Africa. If the client fails to repay, the government will repay instead. As obtaining any kind of collateral is often very difficult, the African client may have to pay a guarantee fee. If necessary, buying a share of a debt at discount from the bilateral lender could be part of the package. If every fifth borrower fails to repay, five times the value

of the original debt will be attracted before this "special collateral fund", composed of the original debt, gets exhausted. The collateral fund is a proposed alternative to repayment in full by the African government of a bilateral debt. Attractive, isn't it? If it is an alternative to direct debt relief by the lending country, many investments could thus be created as repayment is secured by collateral. Alternatively - if the new lenders perhaps still don't trust African central banks -

the fund can be administered by the original lender such as a bilateral aid agency or by a principal industrial funding agency to eliminate the country risk. This may not provide immediate debt relief but the original lender country may get some profits eventually. Africa is not only for giving and forgiving. Seppo Sipila, project manager, Maastricht School of Management, 55 Zhandosov St, Almaty, Kazakhstan

Europa - Anders Ashund

How some Russians got rich

Inequalities in wealth should not be blamed on Russia's economic reformers. In the past few years, some Russians have become truly wealthy. They are bankers, oil and gas executives, traders and a few top officials. Several appear to have made more than \$1bn. But how did they make their fortunes? The Russian in the street harbours no doubt, and many western observers concur, through the voucher privatisation instigated by Anatoly Chubais, former deputy prime minister and chief privatiser. They argue privatisation allowed the managers of state enterprises to steal enterprises they managed. However, like many widely-held beliefs, this is not true. Since Russia is now a relatively open market economy, the facts can be verified. The market capitalisation of the 200 largest Russian companies, including Gazprom and the oil companies, is about \$22bn - around 5 per cent of Russian gross domestic product (GDP). We know from surveys that enterprise managers originally obtained 8 per cent of the shares and have expanded their ownership to about 20 per cent. The total market value of some 17,000 large and medium-sized

privatised enterprises is estimated at 7 per cent of GDP. Thus, the original gift to the managers from Mr Chubais's privatisation was worth less than 1 per cent of GDP. And the rise in value of the average share has not been all that much. Many enterprises - and thus their shares - have no market value, as one would expect in a market economy requiring massive restructuring. Nor is racketeering the main cause of wealth differentials - even though it is a great nuisance and harms economic development. Total retail sales amount to a third of GDP, and a reasonable assumption is that the revenues from protection are a tenth of retail sales - that is 3 per cent of GDP. In fact, the new wealth comes overwhelmingly from three other sources: subsidised credits, implicit export subsidies and import subsidies. These routes to enrichment opened up in 1988 with the partial deregulation of the socialist economy and took on enormous dimensions in 1991 when the Soviet economy collapsed. The value of subsidised credits to industrial enterprises amounted to no less than 30 per cent of GDP in 1992. While Russia's inflation in 1992 amounted to 2,500 per cent a year, these credits were issued at an interest rate of 10 or 25 per cent per annum. While the aim was to boost slumping agricultural and industrial production, the main beneficiaries were primarily well-connected bankers who sat on the money.

Little wonder that the bankers flourished and that while production was collapsing, many were shot in their struggle over the spoils. The second great source of enrichment was export of commodities - oil, natural gas, metals and other raw materials. Unfortunately, the reformers failed in their attempts to liberalise all domestic prices in 1992 - at one time, the domestic oil price was only 1 per cent of the world market level. People with good connections - executives in the producing companies, commodity traders and corrupt officials - bought oil and metals at low state-controlled domestic prices, obtained export quotas and licences, and sold the commodities on the world market for their own profit. The total value of such export profits amounted to another 30 per cent of GDP in 1992. Hence, a violent Mafia evolved, particularly around the metal industries. Oil executives opposed price increases for oil as late as 1995 - purportedly out of social considerations. But they were more interested in their personal oil deals than in their loss-making enterprises or the value of their stocks. The third large source of wealth was import subsidies. Because of universal fear of starvation in the winter of 1991, subsidies were retained for essential imports in 1992. Importers paid only 1 per cent of the ordinary exchange rate when buying hard currency from the government for food

imports, and the government financed this subsidy via western commodity credits. But the food imports were sold at ordinary market prices in Russia, and the subsidy was siphoned off by a few traders in Moscow. Altogether, these import subsidies amounted to 15 per cent of GDP in 1992. Let us compare the numbers. Chubais's privatisation gave managers a total of about 7 per cent of GDP, but the newly-rich Russians received enormous direct or indirect subsidies - 75 per cent of GDP in gross terms in 1992 alone. Fortunately, subsidised credits and import subsidies were abolished in 1993 by Boris Fyodorov, the then minister of finance. The export subsidies have gradually been reduced as domestic prices have been liberalised and moved towards world levels. As might be predicted, income differentials have begun to fall. So why does everybody blame poor Mr Chubais for the inequalities in wealth? Because people do not understand. The voucher privatisation was a transparent and visible process, while the massive creaming-off of financial flows was hidden from the public eye. The unfortunate outcome is that many a Russian now votes in protest at the wealth differentials against the reformers who have done the most to end the conditions that led to those inequalities. The author is senior associate at the Carnegie Endowment for International Peace

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